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Family Separation and Petty Regulations as Dissatisfiers on the Navy Separation Questionnaires

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**Family Separation and Petty Regulations as Dissatisfiers on
the Navy Separation Questionnaires**

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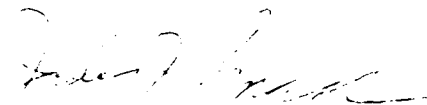
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13. ABSTRACT (Maximum 200 words) A survey was conducted to help Navy understand the family separation and petty regulations issues that have been cited as reasons for separation from the Navy. Results showed that family separation was seen as a generally negative experience. Aspects of family separation related to physical separation and lack of communication with family were the most related to separation from the Navy. Most agreed that "petty regulations" referred to excessive, differentially enforced rules. <i>Keywords:</i>				
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FOREWORD

This report details the results of a survey of family separation and petty regulations sponsored by the Career Programs Branch (OP-136) of the Chief of Naval Operations and performed under Program Element 0603720N (Advanced Development), Work Unit R1772. OP-136 expressed interest in exploring the issues of "family separation" and "petty regulations," two frequently cited dissatisfiers on the Navy's Separation Questionnaire. An analysis of the family separation and petty regulations issues, based on a survey of separating officers and enlisted personnel, is the focus of this report.

This report was carried out for OP-136 under the "Quick-Response" research program. Because of the limited scope of quick-response projects, this is the only report generated by this effort. The sponsors of this effort (OP-136) have been previously briefed concerning the findings and recommendations contained in this report.

The authors wish to thank Linda Doherty, Jean Greaves, and Mitch Vicino for their support and assistance.



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SUMMARY

Problem

Since 1980, separating officers and enlisted personnel have been asked to complete a questionnaire, which attempts to assess the reasons for their separation from the Navy. Historically, responses to the questionnaires have revealed that enlisted personnel have ranked "dislike family separation" and "too many petty regulations" as major dissatisfiers, while officers have rated "too much family separation" as a key dissatisfier. Remedial action to these problems, however, has been limited by the ambiguous nature of the issues.

In an attempt to clarify the precise meaning of the family separation and petty regulations issues, the Chief of Naval Operations (OP-136) requested that the Navy Personnel Research and Development Center (NAVPERSRANDCEN) conduct a survey whose goals were to help the Navy better understand the family separation and petty regulations issues, take actions to address these dissatisfiers, and be better prepared to seek Congressional support for programs aimed at long-term solutions to these problems.

Purpose

The survey requested answers to three issues relating to the "impact, scope, and definition" of family separation and three relating to petty regulations. The questions were:

Family Separation

1. What is meant by family separation?
2. How much family separation is a person willing to accept before he/she decides to separate from the service?
3. What services or policies would lessen the adverse impact of time spent away from families?

Petty Regulations

1. What is the definition of a petty regulation?
2. Who establishes these petty regulations?
3. What can the chain of command do to decrease the number of petty regulations?

Approach

The methodology in this study consisted of four phases. In Phase 1 (Category and Information Gathering), the investigators engaged in library and computer searches of the relevant literature pertaining to the main issues. Additionally, individuals familiar with Navy policies and practices (e.g., NAVPERSRANDCEN Fleet Support staff) were interviewed so as to obtain background information regarding family separation/petty regulations and the administration of the Officer and Enlisted Separation Questionnaires. In Phase 2 (Interviewing), structured interviews were conducted with 51 enlisted personnel and 54 officers at the Personnel Support Detachment (PSD), San Diego, Naval Training Center in San Diego, Naval Ocean Systems Center

(NOSC), the Anti-Submarine Warfare Base, and the USS DIXON. The interview questions were open-ended and related to the six questions specified in the project's tasking. In Phase 3 (Questionnaire Construction), the information from Phase 2 was carefully reviewed and content-analyzed. For each of the problems, a list of the key issues raised in the interviews was made. This list, along with rating scales, was transformed into officer and enlisted supplementary questionnaires. In Phase 4 (Surveying), a "nonprobability sample" consisting of individuals who completed the Officer and Enlisted Separation Questionnaires within a given period of time was used. Several hundred officer and enlisted supplemental questionnaires were mailed to point of contacts (POCs) at PSDs in San Diego, Norfolk, Pensacola, and Pearl Harbor, accompanied by a letter from OP-136 requesting that the surveys be completed at the same time as the standard Officer and Enlisted Separation Questionnaires and returned to NAVPERSRANCEN for analysis. A total of 213 enlisted personnel and 71 officer questionnaires were completed and received at NAVPERSRANCEN.

Results

Results showed that family separation was seen as a generally negative experience resulting in stress, loneliness, depression, difficulty in solving family problems, and as negatively impacting children. However, there was agreement, particularly among single respondents, that separation also resulted in greater maturity, personal independence, and appreciation of family. Respondents also agreed that the aspects of family separation related to physical separation and lack of communication with family were the most related to separation from the Navy. Most agreed that petty regulations referred to excessive, differentially enforced, and unjustifiable rules, which could be replaced by "recognition for a job well-done."

Recommendations

A number of specific and general recommendations were made relating to the issues tasked by the sponsors.

Specific Recommendations

Family Separation:

1. Increase communication with the family.
2. Utilize a realistic job previews technique for communication on issues related to family separation/deployment.

Petty Regulations

Give credit for a job well-done.

General Recommendations

1. Survey those who reenlist and compare to those who separate.
2. Conduct a random sample survey assessing dissatisfiers among those in active Navy.
3. Revise the separation questionnaires and revamp the process of collecting information from separating personnel.

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INTRODUCTION

Problem

In attempting to understand the complex issues involved in the decision to separate or remain in the military, the Navy has used information provided by separating and reenlisting personnel. Since 1980, separating Navy officers and enlisted personnel have been asked to complete questionnaires, which attempt to assess their reasons for leaving the Navy. The Enlisted and Officer Separation Questionnaires (ESQ, OSQ) were developed in the late 1970s by researchers at the Navy Personnel Research and Development Center (NAVPERSRANDCEN) in San Diego, CA and consist of lists of 30 possible reasons related to separation. Individuals who are voluntarily separating are asked to evaluate how important each of the reasons has been in their decision to separate; those being involuntarily separated are asked how important each of the reasons has been in "its influence on you." There are a number of similar items on the ESQ and OSQ; however, each also contain items not found on the other.

Historically, two of the items that have been ranked high among dissatisfiers on the ESQ are "dislike family separation" and "too many petty regulations." On the OSQ "too much family separation" has also been a top rated dissatisfier (there is no "petty regulations" item on the OSQ).

Although the family separation and petty regulations issues have been identified as dissatisfiers in the past (Doherty & Cowan, 1983), remedial action has been limited by the ambiguous and vague nature of the issues. Because both the ESQ and OSQ only require that respondents indicate how important a dissatisfier is, it is impossible to determine from an analysis of the questionnaire responses what facets of the issue are most problematic. The *Navy Times* (Burgess, 9 June 1984) noted this problem for the petty regulations issue: "Among enlisted, a reason to leave gaining prominence with all but the junior pay grades--'too many petty regulations'-- is very general and manpower officials find it difficult to pinpoint ready solutions... Whether Navy-wide regulations or programs--such as the Navy's drug/urine analysis testing and random breathalyzer tests--or local regulations are behind this reason for leaving is impossible to determine, said an official."

In order to better define and clarify the components of the family separation and petty regulations issues, the Chief of Naval Operations (CNO) (OP-136) requested that NAVPERSRANDCEN conduct a survey under the "Quick Response Program" (see Appendix A for documentation). It was felt that the results of such a survey could help the Navy better understand the family separation and petty regulations issues, take actions to address the dissatisfiers, and be better prepared to seek Congressional support for programs aimed at long-term solutions to these problems.

Specifically, the tasking of the present "Quick Response" survey requested answers to three primary questions relating to the "impact, scope and definition" of family separation and three relating to petty regulations. The questions were:

Family Separation

1. What is meant by family separation (e.g., 6 month deployments, frequent temporary attached duties (TADs), workups before deployment, or a combination of all the time spent away from family)?
2. Given the fact that deployments are part of Navy life, how much family separation is a person willing to accept before he/she decides to separate from the service?
3. What services or policies would lessen the adverse impact of time spent away from families?

Petty Regulations

1. What is the definition of a petty regulation?
2. Who establishes these petty regulations (e.g., is it policy set in (OPNAV), Naval Base rules set by the Commanding Officer (CO), or rules set by the work center supervisor)?
3. What can the chain of command do to decrease the number of petty regulations?

Consideration of these issues is addressed with a review of previous relevant research. Since several Manpower and Training Research Information System (MATRIS) computer searches of Department of Defense (DOD) research failed to find any relevant studies relating to petty regulations, focus is on the family separation literature.

An Overview of Previous Research

There has been a long tradition of investigating various aspects of family separation in the Navy, both as a general issue and as a factor in the separation/retention process (e.g., Farkas & Durning, 1982; Nelson, Marlowe, Coyne, & Grandin, 1987; Nice, 1983). Since one goal of the present study was to better understand what is meant by "family separation," a brief overview of past work is useful.

A number of studies document the negative psychological and physical impact that long-term deployments have on the family unit. In a review of the literature on family separation, Hunter and Hickman (1981) found that family separation was linked with increased stress on family members, particularly wives, who have been found to suffer from increased rates of depression, loneliness, boredom, and physical illness. Nice (1983) compared the degree of depression experienced by wives whose husbands were deployed aboard ships with those whose husbands were living at home. He found higher rates of depression among the wives of deployed sailors. The elevated depression levels began before the actual separation occurred and remained high throughout the deployment period. Family separation has also been associated with marital problems and strained relationships with other family members (Nelson, Marlowe, Coyne, & Grandin, 1987).

More recently, there are indications that the separation experience is not uniformly deleterious for all Navy families. Rather, factors such as age, time in service, spousal employment, spousal coping patterns, and gender-role orientation appear to influence the degree to which

deployment-related family separation is harmful (Hall, 1987; Nelson et al., 1987). In some instances, family separation has been related to positive outcomes. Hall (1987) describes a recent survey conducted by Robert Archer and Catherine Cauthorne involving several thousand Navy personnel and spouses. The survey looked at the impact of deployments on the family. Although it was found that the deployment period was associated with increased stress, alienation from the Navy, and anxiety about the family, there were also positive impacts on the family unit. As compared to civilians, Navy families avoided conflict, were more cohesive, orderly, and better organized. These findings are echoed by Nelson et al. (1987, p. 2) who note: "...for some wives the separation may be a positive experience and the difficulties of separation may only serve as grist for the mill of personal growth and family development."

As concerns the present study, the effects of deployment-related separation on the family (both negative and positive) are relevant to the degree that family factors are related to naval separation and retention. Evidence that the effects of separation on the family are key ingredients in the separation-retention process has been obtained in a number of studies (e.g., Farkas & Durning, 1982; Szoc, 1982). Farkas and Durning (1982) reported that factors associated with the effects of deployments on the family strongly influence intentions to reenlist in the Navy. They found a strong statistical relationship between family pressure to leave the Navy and intention to reenlist. Family pressure to leave the Navy was related to the extent to which the Navy was perceived as interfering with the family. More recently, *The Navy Times* (Willis, 18 April 1988) reported the results of an analysis of DOD records that found a wife's dissatisfaction with military life is a key factor in retention of enlisted personnel.

To summarize, previous work has documented that deployment-related separations can negatively impact on family members. However, recent work has also noted that a number of families effectively cope with the separations, attempting to make a difficult situation into a positive one. The impact of separation on the family appears to be a key factor influencing the separation-retention decision. This background provides a framework for the present study's attempt to better understand the meaning of "family separation" as a leading dissatisfier on the ESQ and OSQ.

Questionnaire Development, Methodology, and Administration

Given the specific focus of the present project and the limited time available to complete it, the data collection and analyses were aimed at addressing the questions relating to family separation and petty regulations outlined in the project's tasking.

APPROACH

The methodology in this study consisted of four phases: Category and Information Gathering, Interviewing, Questionnaire Construction, and Surveying.

Phase 1: Category and Information Gathering

In order to gain a broad perspective on the issues of family separation (reviewed above) and petty regulations, computer searches relating to these issues were conducted for DOD-related

research (MATRIS) and research published in psychological journals (*Psychological Abstracts*). As noted, there were no citations directly applicable to the issue of petty regulations in the Navy. This preliminary phase also involved an attempt to obtain any documentation about the development of the separation questionnaires. Our efforts indicated only one study (Doherty & Cowan, 1983) had actually used data from the separation questionnaires. A search of the literature failed to uncover any documents related to the development or implementation of the ESQ and OSQ.

In addition to the library searches, a number of individuals were interviewed to obtain background information about family separation and petty regulations, the Naval separation process, and the administration of the OSQ and ESQ. These preliminary interviews were conducted during June 1987. Those interviewed included the Officer in Charge at Personnel Support Detachment (PSD)-San Diego, individuals tasked with distributing the OSQs and ESQs at PSD-San Diego, spouses and relatives of Navy personnel, active duty enlisted personnel and officers stationed at NAVPERSRANDENCEN, and civilian members of the NAVPERSRANDENCEN Fleet Support staff.

Phase 2: Interviewing

Structured interviews were conducted with 51 enlisted personnel and 54 officers during June-July 1987. The enlisted interviews were conducted with personnel who were voluntarily separating at PSD-San Diego and at the Naval Training Center (NTC) in San Diego. The interviews were conducted on an individual basis by the present authors. Because of the few numbers of officers who actually separate at PSD-San Diego in any given week, only four separating officers were interviewed. To gain additional information from the officer community, active-duty officers were interviewed or completed open-ended questionnaires at the Naval Ocean Systems Center (NOSC), the Anti-Submarine Warfare Base, and aboard the USS DIXON in San Diego. The average interview was completed in about 15 minutes.

All interviewees were informed that their individual responses would be confidential and that all responses would be pooled when the interviews were completed. Interviewees were questioned with the same structured format of questions, and were given the opportunity to comment further at the end of the interview on any of the issues raised. The questions were open-ended and related to the six questions specified in the project's tasking. The interview phase of the project was ended after several weeks when it became apparent that the issues being raised were similar to those raised by previously interviewed personnel.

Phase 3: Questionnaire Construction

The information from the interviews in Phase 2 was carefully reviewed and content-analyzed. For each of the problem categories (family separation and petty regulations), a list of the key issues raised in the interviews was made. The list, along with rating scales, was transformed into officer and enlisted questionnaires, the preliminary draft of which was completed on 31 July 1987. Draft versions were reviewed by researchers and management at NAVPERSRANDENCEN and staff at OP-136B for accuracy, clarity, redundancy, and sensitivity. Items were then combined or eliminated and several items were added at the sponsor's request, resulting in a final set of items for each problem category. Each of the lists was headed by a general question relating to family

separation or petty regulations, followed by a Likert scale on which the importance of each item was to be evaluated. The sponsor requested that the petty regulations items be contained only on the enlisted questionnaire. The final versions for the officer and enlisted family separation items were virtually identical, differing on only one item. Copies of the Supplementary Officer and Enlisted Separation questionnaires used in this survey are contained in Appendix B.

Phase 4: Surveying

Given the limited time period of the project and the difficulty of determining beforehand who was separating and when they would actually appear at the PSD, the sample of individuals who completed the questionnaires was not random. Rather a "nonprobability sample" (Fowler, 1984) consisting of individuals who completed the OSQ and ESQ at PSDs within a given time period was used. Several hundred Officer and Enlisted Supplemental Separation Questionnaires were mailed in late October 1987 to point of contacts (POCs) at PSDs in San Diego, Norfolk, Pensacola, and Pearl Harbor. The locations chosen were at the direction of the sponsor. The surveys were accompanied by a letter from OP-136 requesting that the surveys be completed at the same time as the standard Officer and Enlisted Separation questionnaires and returned to NAVPERSRANDENCEN for analysis. Individual envelopes were provided with the survey to guarantee anonymity of the responses. The POCs were instructed to distribute the questionnaires until 31 December 1987. This deadline was later extended because of the holiday season to 31 January 1988.

A total of 213 enlisted and 71 officer questionnaires were completed and received at NAVPERSRANDENCEN. Given several factors, such as the survey administrations were begun at somewhat different times (e.g., Pearl Harbor was delayed a week due to the mail), not all separating officers who are processed at PSDs actually appear, and the completion of the survey was voluntary; it is difficult to estimate response rates accurately. However, because the response rates for the standard separation questionnaires have been low in the past (24%-36% for enlisted; 18%-54% for officer), it is unlikely that the present response rates were higher than these.

Data Analysis

Demographic information was tabulated for the respondents. A summary of the demographic information is contained in Appendix C. To simplify the presentation, the percentage of agreement with each item was calculated by combining the frequencies of those who responded (4 = moderately agree and 5 = strongly agree). The percentage agreement for items on both scales are presented in Appendix D: Data Summary. *t*-tests comparing the mean scores for each of the top three items for each of the six problem areas were conducted and are described in the text where appropriate. Correlational analyses using Pearson's product-moment correlation were conducted to determine the degree of association between the various items on the questionnaires. *t*-tests and *F*-tests (one-way analysis for two groups) were done to determine the differences between subgroups (e.g., married vs. single, male vs. female).

RESULTS

The results will be presented as they relate to each of the six questions specified in the project tasking.

1. *What is "family separation?"*

During the interviews it became clear that the meaning of family separation was essentially comprised of two dimensions: the effects of various components of the family separation issue on the respondents and the aspects of the family separation issue related to separation from the Navy.

Effects of family separation

Family separation is seen as an experience, which is not generally positive, but is coped with. Some positive aspects are seen resulting from the experience, while negative effects are thought of as unpleasant but not generally leading to severe psychological or emotional problems. Married respondents were more negatively affected than singles. Officers and enlisted personnel show similar patterns of responses in both the definition and impact of family separation. These results are contained in Appendix D.

Specific findings were:

- a. High ratings were obtained for stress, loneliness, and depression as *negative effects*. t-tests indicated that "caused feelings of stress" was rated by enlisted personnel as significantly higher ($p < .05$) than the other effects on the questionnaire.
- b. Greater maturity and increased personal independence were perceived as positive effects.
- c. Family problems were seen as more difficult to solve and children were viewed as negatively affected.
- d. Greater appreciation of time spent with family, spouse, and children was seen as a positive effect. For officers, "caused increased appreciation of time spent with family" had the highest rate of agreement (92%) as an effect of family separation. t-tests indicated that its mean score was significantly different ($p < .05$) from all others except "prevented seeing children grow up."
- e. There was low agreement that family separation induced psychological problems, caused family to suffer financial problems, and contributed to abuse of drugs and alcohol.

Aspects of Family Separation Related to Naval Separation:

According to indications obtained during the interviews and data from the surveys, the aspect of "family separation" most related to Naval separation was the lack of contact and inability to communicate with the family (see Appendix D). It appears that this aspect of family separation was more important than the actual deployment length, work-ups, or in-port duties, for both

officers and enlisted personnel. Thus, rather than deployments per se being the essential dissatisfier, it was the inability to be in contact with and communicate with family during deployment that appeared to be the aspect of "family separation" most associated in the mind of our respondents with their decision to leave the Navy. This suggests that remedial actions taken to reduce the impact of actual physical separation (e.g., low cost flights to liberty ports) might reduce the negative impact associated with family separation during deployments. Specifically, the survey data indicated:

a. Aspects that focus on the family (e.g., loss of time with family, not seeing children grow up, inability to help family in crisis) had the highest agreement in terms of being related to naval separation.

b. Deployments and short notice of deployments were considered somewhat important. However, *t*-tests indicated that for enlisted personnel these were considered significantly less important ($p < .05$) in the decision to separate from the Navy than the absence during important family events, loss of time with family, and absence from family. While the patterning of responses for officers was similar, they did not differ statistically, perhaps due to the smaller officer sample size.

c. Aspects such as in-port duty, child care expenses, family reluctance to move, and single parent responsibility were less important to the decision to separate.

In summary, those aspects of family separation most related to negative impact on the family were considered more important in the decision to separate than those relating to time/distance (deployment). For the enlisted personnel surveyed, absence during important family events, loss of time with family, and not being present when children are growing up were rated as aspects of family separation most related to naval separation. *t*-tests showed that these three were rated significantly more important ($p < .05$) in the decision to separate than the other items on the list. Correlational analyses indicated that responses for the item "to what extent do you agree that family separation is a reason you are separating from the Navy" had higher correlations with items related to separation from the family than those related to deployments, work-ups, and other time-related items. For example, on the officer survey, this global item was significantly correlated with "being stationed away from family," $r(64) = .51$, $p < .001$, "absence from my family," $r(64) = .53$, $p < .001$, and "loss of time with family," $r(64) = .50$, $p < .001$, but not with "short notice of deployments," $r(64) = .14$, ns.

2. *Given the fact that deployments are part of Navy life, how much family separation is a person willing to accept before he/she decides to separate from the service.*

In order to assess this issue, respondents on both questionnaires were asked, "I would leave the Navy if I had to spend more than ____ percent of my time during the next year separated from my family." The average responses for officers (40%) and enlisted personnel (39%) were very similar. These average "maximum deployment" scores were both less than the actual average percentage time at sea that respondents indicated they had previously spent (45.0% for officers, 56.4% for enlisted). Furthermore, when the responses are analyzed by frequency for each 10 percent increment (see Appendix E), it is clear that among both officers and enlisted personnel very few individuals endorse deployment percentages above 50 percent. The vast majority of officers

(81%) and enlisted (83%) indicated that family separation, which was greater than 50 percent of the year, would result in their separation from the Navy. Given the realities of deployment separation in the Navy, it may be that those individuals whose expectations and tolerance of deployment-related separations are far below the actual amount of deployment time are particularly prone to separate. Future research in the direction of comparing "maximum deployment tolerance" obtained for separating personnel with those reenlisting, and individuals beginning their Navy careers, would shed light on the potential relationship between how much family separation a person feels he or she can tolerate and the decision to separate or remain in the Navy.

As might be expected, married officers and married enlisted personnel were willing to tolerate significantly less family separation than their single counterparts. Number of children was also related to responses on this item. Although the maximum separation times were not correlated with age or length of service, there was a significant negative correlation for enlisted personnel between number of children and amount of family separation they could tolerate, $r(68) = -.28$, $p < .04$). The correlation indicates that those enlisted personnel who had more children were willing to tolerate less separation from their families. Finally, enlisted women indicated that they would tolerate less family separation (31.8%) than enlisted males (40.6%). These findings are presented graphically in Appendix E.

3. *What services or policies would lessen the adverse impact of time spent away from families?*

Suggestions for Reducing the Family Separation Problem:

Respondents were asked to indicate degree of endorsement with a number of potential solutions that were suggested during the interviews. An analysis of the responses found the highest endorsements were for solutions that may be the most difficult to enact (shorter deployments, better pay). More practical solutions, which were endorsed, included increased access to low cost flights to liberty ports for families and improving shore establishment response to dependents' needs. Some differences in responses between officers and enlisted personnel were found, with officers more focused on fixing the "mechanics" of deployment (e.g., length) and enlisted personnel more supportive of solutions related to increased pay and allowances. Listed below are the major findings, with specific results appearing in Appendix D.

Officers:

- a. There was a strong endorsement of solutions relating to reducing the amount of time at sea (e.g., assuring shore rotation after one sea tour).
- b. There was moderate support of solutions increasing family contact and communication (e.g., providing access to low cost flights for families to liberty ports).
- c. There was less support for specific "support function" solutions (e.g., expanding child care centers, encouraging support groups). However, the more general "improving shore establishment response to dependent's needs" had a 76 percent agreement.

Enlisted:

- a. Providing better pay was considered most important.
- b. Suggestions relating to increased contact with family and shortening sea duty had high agreement.
- c. Least agreement was for indirect solutions (e.g., more assistance from ombudsman, expanding child care). However, the more general "improving shore establishment response to dependent's needs" had a 71 percent agreement.

Family Separation: Differences Due to Marital Status and Gender

Specific comparisons of the effects of marital status and gender were requested by the sponsor. In line with the previous research outlined above, it would be expected that married personnel would suffer more from the effects of family separation than single persons whose family (e.g., parents) typically do not depend on them for financial support as much as the spouse and children of a married person. Similarly, since deployment separation is rarer for women, the family separation issues should impact less on them.

Comparisons for marital status and gender effects were done using t-tests, the results of which are presented in Appendix F. The few female officers in the sample precluded gender comparisons for officers.

1. Marital Status Differences: Officers

Single and married officers gave mostly similar responses to family separation questions. There were only a few statistically significant differences, which should be interpreted cautiously, given the large number of comparisons that were done. Listed below are the major findings.

- a. Married officers indicated that family separation made family problems more difficult to solve.
- b. Single officers were willing to tolerate more family separation than married officers.

Marital Status Differences: Enlisted

Differences indicate that family separation has a greater negative impact on married than single enlisted personnel. For single personnel, some positive aspects of the separation were found.

- a. Family separation caused greater feelings of stress in married than singles.
- b. Married enlisted personnel attributed their decision to separate more to family reasons, including items such as "negative effect on children," "being away from spouse,"

"increased workload for spouse," and "greater disruption of the family," than did single enlisted personnel.

c. Single enlisted personnel felt that family separation increased personal independence and maturity more than married enlisted personnel did.

d. Single enlisted personnel were willing to tolerate more family separation than were married personnel.

e. Married enlisted personnel were more in favor of shortening deployments as a way of reducing family separation than single enlisted personnel.

Gender Differences: Enlisted

Males were more negatively affected by the family separation problem. This may be due to the fact that they are separated for longer periods of time at sea than females who less frequently are placed in sea billets.

a. Males felt that family separation induced greater feelings of depression and loneliness than did females.

b. As compared to females, males said that family separation induced more psychological problems, made family problems harder to solve, and caused the family to suffer financial difficulty. (See Appendix F).

c. Males felt that family separation prevented completion of education and hindered getting married more than did females.

d. Males said that they separated from the Navy more because of loss of time with family and inability to help the family in crisis than did females.

e. Males thought that having fewer work-ups and putting additional woman in sea billets would help to reduce the problem of family separation more than females did.

Petty Regulations

1. What is the definition of a petty regulation?

During the interviews, a wide range of answers was obtained in response to "what is a petty regulation." Generally the responses fell into three broad categories: (a) specific policies (e.g., uniform regulations, weight standards); (b) differential/unfair rules (e.g., rules for the sake of having rules, different commands have different rules); (c) other regulations (e.g., promotion regulations). Those who completed the enlisted questionnaire were given a list of items derived

from the interviews and asked to indicate the degree to which they agreed that each of the items was a petty regulation. The results (see Appendix D) indicated that:

a. Most respondents agreed that petty regulations referred to excessive, differentially enforced, and unjustifiable rules.

b. Specific rules, regulations, and policies such as weight standards, drug/urine testing, and grooming standards were not endorsed by most as being petty regulations.

c. Males were more troubled by petty regulations than females, endorsed more items as being examples of petty regulations (e.g., grooming standards, inspections), and said that petty regulations had made them want to separate from the Navy more than females did (see Appendix F).

d. Single and married enlisted personnel generally did not differ in their views of petty regulations with the exception that singles considered "liberty regulations" and "married people receiving higher pay" to be examples of petty regulations more than married respondents did.

2. *Who establishes these petty regulations (e.g., is it policy set in OPNAV, Naval base rules set by the CO, or rules set by the work center supervisor)?*

The results clearly show that respondents saw individuals comprising their local chain of command as being primarily responsible for establishing petty regulations. Specifically, the CO/Executive Officer (XO) received the highest agreement (78%) as the entity establishing petty regulations. t-tests on the mean agreement scores found that the CO/XO rating was significantly higher than all subsequent items. It was also clear that petty regulations were not seen as stemming from officials within the Navy central structure (e.g., CNO, Admirals, Naval Military Personnel Command (NMPC)). Given that most respondents viewed petty regulations as unfairly enforced rules and policies, it is not surprising that those who set and enforce these policies on a day-to-day basis (CO/XO, Officer in Charge, Chain of Command) would be seen as the source of petty regulations. It is also possible that the local sources (CO, XO) are more visible than the Navy's top management and so can be a focus for frustration and anger.

3. *What can the chain of command do to decrease the number of petty regulations?*

The solution to the petty regulations issue most frequently endorsed was "recognition for a job well done"(91%). t-tests on the mean score indicated that this item was rated significantly higher than all the others on the scale. Also rated high were "prioritization of what is important" and "treating sailors like adults." It is interesting to note that the most frequently endorsed solutions generally did not involve a broad liberalization or elimination of rules. Indeed, "loosen rules at sea," "give slack for minor offenses," and "develop more liberal codes" were the three lowest endorsed items. Thus, it appears that the key to eliminating petty regulations is not a rewriting of the rule book, but rather a more equitable enforcement of the codes which presently exist.

SPECIFIC RECOMMENDATIONS FOR REDUCING THE FAMILY SEPARATION AND PETTY REGULATIONS PROBLEMS

The purpose of this quick response survey was to assess the impact, scope, and definition of family separation and petty regulations, two of the major dissatisfiers on the OSQ and ESQ. The results as detailed above lead to the following recommendations:

Family Separation

1. Increase communication with the family

Both the interviews and the results of the survey indicated that lack of communication with the family is a major dimension of the family separation problem. The mean of the summed responses to items relating to negative effects on the family was higher (M's = 4.03 officer, 4.06 enlisted) than the combined mean for items relating to the effects of time/distance and deployment (M's = 3.43 officer, 3.69 enlisted). Although long deployments, in-port duty, work-ups, and other aspects of the separation experience are certainly involved in the decision to leave the Navy, it appears that the combination of not being physically present with the family and the difficulty in maintaining contact when physically separated make the deployment experience particularly trying. Indeed, the Navy's decision to limit the length of long deployments such as WESTPAC to a maximum of 6 months as well as the stipulation that half of a ship's at-home time be in its home port may not be addressing a key facet of the family separation problem: lack of communication with the family during the deployment. The distinction between the actual deployments as the key dissatisfier (which we did not find) and lack of physical presence/lack of communication with family during deployments as the key dissatisfier (which we did find) can be illustrated through the following comment from a male officer: "The Navy has pursued a policy of shortening deployments, when instead they should hit more ports so that spouses can come visit. They would share more in the experiences and the separation would be broken up." Given the nature of Navy life, it is unrealistic to suggest that deployments be further shortened or work-hours reduced. However, the goal of increasing communication with the family is realistic and worthy of pursuing.

Although separation is part of Navy life, the Navy can help to reduce the separation and correlated anxieties by helping to increase communication between personnel and their families; a solution endorsed by 80 percent of enlisted and 68 percent of officers surveyed. There are a number of specific ways in which this might be accomplished. One possibility is to attempt to improve the mail turnaround time. During the interview stage of this investigation, many personnel complained about very long periods of time between the day a letter was sent and the day Navy personnel receive the letter. Additionally, complaints were heard regarding the long time between the day a letter is mailed by Navy personnel and its arrival. As one enlisted respondent expressed it: "Slow mail on deployment, too expensive to phone." Personnel expressed anxiety about this long delay and the fears associated with not knowing what was happening at home. If such communication were facilitated, some of the anxiety would be alleviated. Concomitant with improved mail service is better and cheaper telephone access. Two respondents suggested that a free phone call monthly or one from every port would lessen the family separation problem. It strikes us as worthy to investigate further the potential impact on separation/retention of improved mail and telephone access. A small pilot program would be a good starting point.

Another aspect of increasing communication with the family relates to the issue of increased access to low cost flights to liberty ports for families. This suggestion, which was frequently stated during the pre-survey interviews, was seen as important by 80 percent of those surveyed.

If phone, mail, and flight access were improved, the negative effects of family separation could be lessened. Hunter and Hickman (1981, p.6) have similarly suggested that increased communication can mitigate the negative effects of family separation: "Emotional support can be offered through frequent correspondence and telephone calls. The husband can be involved in helping with family issues and decisions that crop up while he is away. Through these contacts, he assures the family members of his interest and concern and thus helps reduce anxiety."

While improving communication seems most beneficial to married personnel, single persons also stand to gain. During the interviews, many single persons indicated that not being able to stay in contact with their girlfriends/boyfriends as well as their parents and relatives was distressing. The single person's family separation distress could also be lessened if increased opportunities for communication were provided.

2. Improve shore establishment response to dependents' needs

Both officers (76%) and enlisted personnel (71%) generally agreed that the problem of family separation could be reduced by improving the shore establishment's response to dependents' needs. Interestingly, specific "shore establishment" functions such as child care and "encouraging support groups" were not endorsed as highly as the more general "improve shore establishment response to dependents' needs." Thus, while the dissatisfaction does not seem to focus on any one specific support function, there was general consensus that the overall shore establishment response needed to be improved.

One area where improvement seems warranted is in educating families about the nature and hardships involved in deployment. As one officer in our sample indicated: "Dependent families need more education on the nature of a deploying serviceman." Similarly, an enlisted respondent noted: "Educate member and spouse of problems that may arise due to work-ups, changes in cruise dates, deployments, etc." While the existing Navy Family Support Services Centers (FSCs) do deal with this and related issues, it was frequently mentioned in interviews that officers and their families are hesitant to make use of FSCs for fear of being stigmatized. Since the problems of family separation were found to be similar for both enlisted personnel and officers, it may require a strong "marketing effort" to reduce officers' reluctance to utilize programs and services offered by FSCs.

A specific technique used extensively in civilian organizational settings, the Realistic Job Preview (RJP), may be a useful addition to the predeployment seminars now offered by the FSCs.

3. Utilize RJP's technique for issues related to family separation/deployment

One of the interesting findings of the survey was the relatively low "maximum deployment tolerance" both officers and enlisted personnel gave. As is discussed above, very few of the respondents indicated that they could tolerate more than 50 percent family separation in the

coming year without separating from the Navy. However, asking individuals who have already decided to separate how much family separation they could tolerate can lead to biased responses in that the individuals are motivated to justify their actions. As suggested previously, this issue should be further investigated with comparisons on maximum deployment tolerance made between individuals remaining in the Navy, individuals who are separating, and those beginning their careers.

If we take the responses obtained for the time issue at face value, then it appears that the source of discontent among many individuals is a lack of congruence between their expectations about deployment and the actual experience. A recommendation from specialists in human resource management and organizational behavior is to deal with this problem at the career entry stage (i.e., recruit training, officer commissioning programs, pre-deployment counseling). Personnel would be put through a selection process, which would target those for whom lengthy deployment is especially problematic. A good way to do this is through the use of RJPs (Wanous, 1980, 1989).

The RJP is a method that tries to reduce attrition by individuals who have unrealistically high expectations about a job or career they are entering. The procedure, typically carried out at organizational entry, entails giving those interviewed for particular positions a realistic portrait of what the job is like, including both positive and negative information. Wanous' (1989) description seems particularly appropriate for dealing with unrealistic expectations about Navy deployment:

The RJP is designed to "vaccinate" expectations. That is, the RJP presents the reality of organizational life prior to entry, just as a medical vaccination is given prior to a disease. There are two consequences to expectation vaccination. The first is that newcomers are better able to cope with the new and strange organization because they know what to expect and have a "head start" on thinking about coping. The second consequence is that newcomers are less likely to blame the organization for disappointments they experience. This is because they know they have been forewarned about some of the negative factors associated with the new job.

In a review in organizational settings, Premack and Wanous (1985) found significant increases in job survival (i.e., retention) in organizations that used RJPs at organizational entry. Although initial expectations about the job were lowered when RJPs were used, there were ultimate increases in commitment to the organization, job satisfaction, and work performance. However, it should be noted that increases in retention will still occur, but be smaller (2-3%), when RJPs are used after individuals are already committed to military service, as would be the case if RJPs were used in predeployment seminars. Applied to the present discussion, it is recommended that further surveys be done to determine whether entering officers and enlisted personnel have unrealistic expectations about the length and effects of extended deployment. While most individuals are aware of the objective components of deployment (i.e., time away), they may have unrealistic expectations about the subjective aspects (e.g. loneliness, boredom) of the deployment experience. If this is found to be the case, a systematic RJP program initiated by the FSCs in their predeployment seminars could reduce future premature separation. The RJP technique need not replace current predeployment seminars provided by the FSCs but could be used as a supplemental program to those currently offered.

Petty Regulations

1. *Give credit for a job well-done*

The results of the survey relating to petty regulations were straightforward. Most respondents thought petty regulations were to refer to excessive, ambiguous, differentially enforced rules and regulations rather than to specific rules and policies. Items related to "differential enforcement of rules" had a combined mean that was higher (3.79) than the combined means of items relating to "general regulations" (3.51) or "specific rules" (3.07). Thus, an optimal solution to the problem does not require a systematic liberalization of the "rule book" but rather a more equitable enforcement of what presently exists. Indeed, the Navy structure was not seen as the source of petty regulations. Rather, most respondents viewed their local chain of command (e.g., CO/XO) as being responsible for establishing petty regulations. The most popularly endorsed solution "give credit for a job well-done" appears to us to be a practical and potentially fruitful course of action.

A goal of giving credit for a job well-done strikes us as largely an educational task. A starting point would be to brief commands about the results of this survey so as to make them aware of the petty regulations problem and to suggest increased recognition of a job well-done as a way of dealing with it. This could be done by the CNO Retention Team during its yearly worldwide retention briefings. Providing results of this survey to commands is in line with a popular organizational development technique called "survey-guided feedback" in which the results of a survey are used to promote organizational change. Further surveys can then assess the effectiveness of the change.

As part of the process of reducing petty regulations, current leadership training should be scrutinized to determine the extent to which this concept of reinforcement of good work is emphasized. If necessary, a training module should be developed and incorporated into the leadership training currently provided to officers and senior enlisted personnel, which would educate officers in those human relations/management skills such as giving praise and acknowledging achievements that would reduce the tendency to differentially enforce the rules. Furthermore, with 86 percent of those surveyed recommending that sailors ought to be treated like adults, it seems that the application of simple human relations skills would greatly help to foster the rules of the Navy, while accomplishing this with the least resistance and resentment.

Giving credit for a job well-done may seem an intuitively obvious strategy; however, decades of psychological research, both in and out of organizations, has shown that positively rewarding individuals for their performance, if done properly, can effectively improve behavior. This may require that officers be trained in a program that emphasizes identifying and rewarding good performance (cf., Giacalone & Rosenfeld, 1987). Rather than the standard military reward system in which rewards (e.g., medals, citations) are typically given at the end of tours, it is suggested that these "social rewards" (e.g., praise) be linked in time and place with specific behaviors. Giving credit for a job well-done will not only mitigate negative feelings associated with lack of recognition, but will also help to identify and promote competent and effective sailors.

General Recommendations: Future Directions and Areas of Investigation

1. *Survey those who reenlist and compare to those who separate*

Although the current administration of the separation and retention questionnaires treats attrition and retention as separate processes, they may however reflect opposite ends of the same dimension. To better understand the aspects of Navy life that result in separation or continued service, future work should compare a sample of individuals separating with a sample of those reenlisting. For example, it may be that the coping skills of families of those reenlisting differ from those who decide to separate. Identification of these successful coping strategies could be used by training programs seeking to reduce voluntary attrition. Hence, such comparisons are not only useful in helping to determine where problems lie, but may also help to anticipate problems and take the needed steps to avoid losing personnel.

2. *Conduct a random sample survey assessing dissatisfiers among those in the active Navy*

Because of the limited scope and time of the present survey and the difficulties involved in determining in advance who is separating and when, it was deemed impractical to use random sampling techniques. Thus, generalizations from these findings to the entire Navy should be made very cautiously. It is recommended that the results of the present study be pursued with a random sample survey of the active Navy. This survey could stratify on variables such as marital status, community, occupation, and length of service, and provide a more accurate picture of the prevalence of dissatisfiers in the active Navy than is done by either the present survey or by the existing separation and retention questionnaires. Also, because the separation and retention surveys are administered after the career decision point, answers may reflect more rationalizations for the decision than actual reasons. Consequently, information gathered apart from time of the decision may be more accurate and provide opportunities for improvements by the Navy before losing personnel.

3. *Revise the separation questionnaires and revamp the process of collecting information from separating personnel*

For last, we have left our most extensive recommendation. Although the separation questionnaires have been used for nearly a decade, it is presently concluded that both the officer and enlisted versions should be revised. Changes need to be made to the present form of the separation questionnaires, as well as the way in which the questionnaires are administered and monitored. Despite a computer search of DOD sources and a search of files at NAVPERSRANDENCEN, we were unable to find any documentation relating to the psychometric properties (e.g., reliability, validity) of the separation questionnaires. Thus, the possibility exists that the instruments as presently constructed are inadequate and may be the source of inaccurate information about the dissatisfiers they attempt to assess. Even if one assumes that the ESQ and OSQ are psychometrically acceptable instruments, they would nonetheless need revision to include dissatisfiers that have increased in importance in the last decade and are not on the current version of the questionnaires. For example, other analyses of the separation/retention issue have noted that a major factor in the decision to separate involves the perception of the demand for a person's skill in the outside labor market (Morrison, 1987). The issue of outside economic opportunities as a reason for separation also was raised by a number of people we

interviewed, but it is found nowhere on either the officer or enlisted separation questionnaires or the current versions of the officer and enlisted retention questionnaires. It is recommended that the officer and enlisted questionnaires be revised to reflect the current range of dissatisfiers. Along with the revision, it is important to improve the methods by which these data are gathered and to have clear goals for how the data are to be utilized. An addendum to this report provides a detailed analysis of what these changes should be and a practical guide for their enactment.

ADDENDUM

A FRAMEWORK FOR REVISING THE PROCESS OF COLLECTING NAVY SEPARATION DATA

Overview

The research and practitioner literature in the area of separation (or exit) interviews in organizations provides a basic set of principles on which the process of gathering Navy separation data can be modeled. Inasmuch as the separation interview is but a subset of the more general category of survey research, the use of the separation interview literature as a basis for gathering naval separation information represents a rather straightforward application of research-based principles.

Principles of Separation Interviews

In reviewing the practitioner and research literature on separation interviews, five essential principles are apparent.

First, effective information can only be obtained from separation data if all separating personnel are asked to participate in the interview/questionnaire process. Limiting the number of personnel as a result of problematic surveying procedures will result in less accurate assessments of the nature of the problems. In terms of Navy separation, the low response rates of the OSQ and ESQ indicate a large number of separating personnel are not being surveyed; the response rates thus need to be increased.

Second, if the data from the separation interview are to be valid and reliable, responding personnel must feel that there is no danger of retaliation nor negative impact on them personally or on friends they leave behind. When such retaliation is either explicitly or implicitly implied, or is otherwise feared by the respondent, the data will be distorted (Jablonski, 1975).

Third, it is important that all separating personnel be asked similar questions, but such questions must be supported by follow-up questions that examine unique information which separating personnel feel is important. In fact, a significant strength which interviews provide (as compared to paper and pencil questionnaires) is that the interviewer can follow-up on interesting and important information that the respondent has provided (Drost, O'Brien, & Marsh, 1987). If it is deemed impractical to ask everyone follow-up questions, random sampling techniques can be used to provide accurate estimations about the characteristics of the entire separating population from the responses of the relatively few in the sample.

Fourth, it is imperative that the data from those who involuntarily separate be appraised and treated in a different context than those obtained from voluntarily separating personnel. Because the reasons behind the separation are very different, and the individuals who fall into these categories have different characteristics, any combination of these data are likely to distort the true meaning of the results (Lefkowitz & Katz, 1969).

Fifth, the accuracy of data taken during the separation interview must be gauged against follow-up data which seek to measure the consistency between initial reasons for separation and those reasons provided some time after separation. The reasons which separating personnel are willing (and able) to tell during separation may be quite different from that which they will tell later on (Hinrichs, 1971; Lefkowitz & Katz, 1969). Thus, occasional follow-up studies on individuals who have previously separated are necessary. Based on these principles, a series of recommendations are offered, which would bring the Navy separation questionnaires closer in line with the current practices of organizations that use separation interviews.

1. *Review and Revise the Officer and Enlisted Questionnaires and their Administration*

As argued above, the officer and enlisted questions and scales need general revisions. First, it is advisable to do a study which would investigate whether the categories in each of the questionnaires are still relevant and whether the scales and scoring methods are appropriate. There is concern as to whether the categories are all inclusive, whether the 30 dissatisfiers specified a decade ago are still important today, and whether new issues have developed. It is reasonable that with the changing norms and social values, some changes in attitudes toward leaving the Navy are likely to have occurred.

Second, given the hectic pace of activities of separating enlisted personnel, it is imperative that the separation interview be given at some period of time prior to the final days before actual separation. If we learned anything from several weeks spent at PSD-San Diego, it is that a busy PSD is not the optimal location to administer a standardized questionnaire. Separating personnel have too many other things to do during this time and are more concerned with fiscal/relocation matters than they are in providing the Navy with information that is of little use to them personally at the time.

Third, studies on separation interviewing (e.g., Garrison & Ferguson, 1977) have noted that there needs to be some place where the separating person can give open-ended comments. This is particularly important if separating personnel feel that the actual issue for leaving either is not on the questionnaire or has been inadequately stated on the questionnaire. While the current OSQ provides space to include additional reasons for separation, there is no such opportunity on the ESQ. Finally, there is a need to explain clearly to separating personnel why the information is important and how it will be used by the Navy. During our interviews, it seemed that neither the separating personnel nor the individuals administering the questionnaires had a clear picture of why this data were being gathered and to what uses it would be put. Some organizational researchers suggest that all questions be stated in terms that emphasize the information is to be used to improve the current work situation (Bahn, 1965; Zarandona & Camuso, 1985). Such information may lessen the perception that the OSQ and ESQ are evaluative instruments and thus elicit more truthful responses.

2. *Provide Incentives or Enforce Regulations to Increase Response Rates*

The low response rates for the enlisted and retention questionnaires over the past years represents a significant problem when considering application of questionnaire data to policy making. The data are problematic for a number of reasons. First, there is the question of whether the sample in the separation questionnaires is representative of the general population of separating

enlisted personnel and officers. This creates further questions such as whether any particular problem areas may be more or less severe in the overall separating population, whether those with particular reasons for separating decided not to respond, or whether particular problem sites chose not to administer the survey. Regardless of the interpretation, such a potentially biased sample may have produced results which obscured, distorted, or lessened the accuracy of the obtained data.

It is therefore suggested that the Navy establish and enforce directives which provide for the completion of the questionnaire and mechanisms to ensure that completion is standard throughout Navy or provide incentives for such completion. Establishing directives or providing incentives can be done either directly to separating enlisted personnel and officers or to the appropriate individuals at the commands in which they separate. In either case, the essential goal to be attained is a significant increase in the response rate.

3. Allow Anonymous Responding

Research in the behavioral and management sciences indicate responses that can be directly linked to a particular individual will be often be distorted in a socially desirable way (e.g., Giacalone & Rosenfeld, 1986; Schlenker, 1980). The literature on separation interviews points to a variety of reasons why such distortion may occur. These reasons are summarized in Table 1, which appears in the Appendix G.

The literature on self-presentation and impression management (Giacalone & Rosenfeld, 1989; Schlenker, 1980), however, provides us with a direct alternative which can minimize the distortion: Have respondents fill out the questionnaire anonymously. Anonymity can be obtained in a variety of ways. First, the individual's name and identification number should not be requested on the questionnaire itself. Alternatively, the respondent can be given the questionnaire by a third party who is not affiliated with the Armed Services. Such changes will result in more honest responses because the individual respondents feel that they cannot be identified, and hence are not likely to suffer negative consequences. Such anonymity has been shown to produce more honest responses in the separation interview literature (Hinrichs, 1971). Hinrichs (1971, 1975) found that when respondents were interviewed by outside consultants, their responses to why they left were more negative and their dissatisfaction with the content of their job more pronounced. It is for this reason that researchers have suggested that separation interviews either be done anonymously or that respondents be assured of the anonymity of their responses (Drost, O'Brien, & Marsh, 1987; Zarandona & Camuso, 1985).

A main drawback to such anonymity is that the data collected cannot be directly linked to individuals in the enlisted or officer data bases, which may be of interest especially if a follow-up study is done. However, if some demographic data were collected, a separation data base consisting of anonymous responses coupled with some demographic information (and no identification) would be useful.

4. Create Separate Questionnaires for Voluntary and Involuntary Separations

Two issues arise here. First, should those who have been involuntarily separated be given a separation questionnaire? Second, should the data of both voluntary and involuntary separations be collected in one questionnaire and combined? In truth, the first question cannot be definitively

answered, since some argue against two distinct interviews, while others (e.g., Bahn, 1965) seem to favor them. However, it would seem that involuntary separation questionnaire data should be collected with a separate instrument for the military, given the serious causes that lead to involuntary separation in the military and its potentially severe consequences.

The second question can be answered more definitively: Voluntary and involuntary separation data should not be aggregated for a number of reasons. There is some doubt as to whether the factors which lead to voluntary and involuntary separation are the same. Even if the reasons were virtually identical, the question remains as to why those individuals who decide to voluntarily separate choose to do so, and why those who involuntarily separate are instead forced to leave.

Furthermore, those who voluntarily separate are far less likely to be embarrassed or uneasy about particular incidents which led to the separation, while those who involuntarily separate may fear that discussion of the reasons for separation may lead to further problems. Thus, there may be a greater reason for those who involuntarily separate to distort the reasons for separation. There are other reasons why voluntary and involuntary separation responses should not be aggregated. Based on the literature on separation interviewing, Table 2 in Appendix G summarizes these other reasons.

5. Do a Reading Level Study of the Questionnaires

Throughout the second phase of the project (interviews of recent separating officers and enlisted personnel), it became obvious that there might be a reading level problem with the enlisted personnel. Specifically, a number of enlisted men and women did not know the meaning of words that were on the separation questionnaire. A common mistake involved the meaning of the word "petty" which enlisted personnel often thought referred to salary or compensation issues (as in "petty cash"). Additionally, a few of the items are also unclear because they involve more than one specific issue (as is the case with the wording of "petty regulations").

Individuals who have difficulty comprehending the items on the questionnaire may distort their responses. Whether this is a significant problem within the enlisted ranks or was limited to the sample that we encountered should be explored. Moreover, these interviews may further indicate the need to compare the reading ability of entering enlisted recruits to the reading level of the ESQ.

6. Allow for Both Immediate and Follow-up Surveying

The use of immediate versus follow-up surveying is a major issue. A variety of studies on separation interviewing have noted that follow-up questionnaires or interviews to the initial separation interview may provide useful information regarding the validity and reliability of the initial data gathered. Zarandona and Camuso (1985) found that an 18 month follow-up revealed that many former employees had revised their primary reason for separating. Interestingly, the particular reasons why individuals separate may not even be mentioned in the initial interview, but may surface as important factors in a follow-up (Hinrichs, 1971, 1975). Additionally, given the potential for an individual to put their best foot forward in order to prevent negative repercussions, the follow-up may serve as a means of validating the instrument as an accurate measure, as well as

to provide supplementary information not asked in the initial questionnaire. In essence, the follow-up would serve as a validation check on the initial questionnaire.

It is therefore suggested that a system be implemented which follows-up on the initial separation questionnaire. This can be done by gathering follow-up data from a representative sample of those who separated (via questionnaire or interview). The follow-up may seek to verify the initial data gathered, gather additional information on particular issues of interest that the respondent posed, investigate the individual's satisfaction with his or her decision to separate, or serve as the basis for revision of the questionnaire.

7. Perform Ongoing Analyses to Determine the Need for and Uses of Separation Data

A major point made in the separation interview literature is that even the best data are useless unless they are utilized properly. One important use of the separation questionnaire would seem to be in the identification and monitoring of basic trends within the Navy community (e.g., effect of sea-shore rotation policy). The monitoring should be done with the intention of serving important Navy functions by providing standard and recurring analyses specified in advance which are consistent with the stated uses of the information. The potential uses that monitoring can provide are listed in Table 3 in Appendix G.

How might the Navy monitor its separation measures to ensure that the data are being optimally utilized? An analysis of why the separation data are being gathered, who needs the information and how the results will be used should be done. As a starting point the following questions need to be considered:

- a. What is important? That is, what answers are we looking for?
- b. Who is going to use the information (Fleet, OP-13, OP-15, SECNAV, or DOD)?
- c. Given the form of the separation questionnaire, can such answers be attained?
- d. Do we wish to look at how individuals within particular categories (e.g. gender, age, community) respond differently? Or are we looking at the global picture?
- e. Are we looking for descriptive trends, or are we attempting to evaluate the effectiveness of a policy change such as one which might have been implemented to increase retention?

It is important to decide in advance the reasons for wanting the data and the purposes to which the results will be put. In the current system, it appears that the data are collected without clear goals as to why it is being gathered or how the results will be used. While the reasons for gathering separation data may change, knowing why the information is important and how and by whom it will be used, will help to provide better answers to issues related to retention and separation. Proper use of the separation questionnaire data could provide direct answers to questions such as "What is the most cited reason for separating from the Navy?" and to the more complicated problem of predicting which individuals are most likely to separate, as well as providing insight for the strategic planning of recruiting into the twenty-first century.

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APPENDIX A
QUICK RESPONSE SURVEY MODIFICATION



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, DC 20350-2000

IN REPLY REFER TO

1040
Ser 136D2/7U378057
13 APR 1987

From: Chief of Naval Operations (OP-136)
To: Commanding Officer, Navy Personnel Research and
Development Center

Subj: QUICK RESPONSE SURVEY MODIFICATION

Ref: (a) Our ltr ser 136D2/378023 dated 25 Feb 87
(b) PHONCON LT Kresek, OP-136 and DR Morrison, NPRDC of
19 Mar 87

1. Cancel reference (a). As we discussed in reference (b), we desire to assess the impact, scope, and definition of two of our major retention dissatisfiers: Family separation; and "petty regulations." For the study, we want a sample population of both officers (O-1 thru O-4) and enlisted (E-3 thru E-7) with total survey costs related to this effort not exceeding 70k.

2. On the topic of family separation we are most interested in the answer to three primary questions:

- What is meant by family separation (e.g. six months deployments, frequent TADs, workups before deployment or a combination of all time spent away from family)?

- The Navy is ships and ships mean deployments (i.e. time spent away from families). Given the fact that deployments are part of Navy life, how much family separation is a person willing to accept before he/she decides to separate from the service?

- And lastly, what services or policies would lessen the adverse impact of time spent away from families?

3. The second part of the survey would address an item that consistently ranks in the top five dissatisfiers for enlisted personnel: "Too many petty regulations." No similar question appears on the current officer survey, however, we feel that this item applies to both officer and enlisted. The questions we have on this item are:

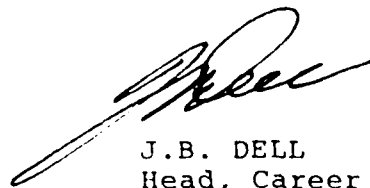
- What is the definition of a petty regulation?

Subj: QUICK RESPONSE SURVEY MODIFICATION

- Who establishes these petty regulations (e.g. is it policy set in OPNAV, Naval Base rules set by the CO, or rules set by the work center supervisor)?

- What can the chain of command do to decrease the number of petty regulations?

4. We desire the results of this study by ~~1987~~ 1987. My point of contact is LT Kresek, AUTOVON 224-5550, or commercial 202-694-5550.



J.B. DELL
Head, Career Programs
Branch (OP-136)

APPENDIX B

**SUPPLEMENTARY NAVY OFFICER AND
ENLISTED QUESTIONNAIRE**

SUPPLEMENTARY NAVY OFFICER QUESTIONNAIRE

PRIVACY ACT STATEMENT

Under the authority of 5 USC 301 regulations you are requested to complete this questionnaire. Information furnished will be used for statistical studies to help the Navy improve policies and procedures. It will not be used for any administrative action concerning you specifically and will not be made part of your permanent record. No adverse actions will be taken if you decide not to furnish the requested information.

Researchers at the Navy Personnel Research and Development Center (NPRDC) have been tasked to explore issues related to the separation/retention process. Your answers to the following questions are greatly appreciated. After you have completed the questionnaire please return it in the enclosed envelope along with the separation or retention questionnaire to NAVY PERSONNEL RESEARCH AND DEVELOPMENT CENTER (CODE 62) SAN DIEGO, CA 92152-6800 (ATTENTION: DR. PAUL ROSENFELD).

BACKGROUND

1. Gender ☐ M ☐ F
2. Rank _____
3. Length of Service _____
4. Percent of Time at Sea _____
5. Job Title _____
6. Community (e.g. aviator) _____
7. Pay Grade _____
8. Age _____
9. Marital Status
☐ Single
☐ Married, how long? _____
☐ Divorced
☐ Separated how long? _____
☐ Widowed, how long? _____
10. Number of Children _____
11. Number of Dependents? _____
12. Spouse (or spouse equivalent's) career _____
13. Are you currently reenlisting? ☐ or separating ☐?

FAMILY SEPARATION

A. Family separation has been cited as a reason that many people leave the Navy. To what extent do you agree that this is a reason that you are (or would consider) separating from the Navy (*circle one*)?

Strongly disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Strongly agree	Does not apply
[1]	[2]	[3]	[4]	[5]	[6]

B. Listed below are different ways that family separation has affected the lives of officers in the Navy. Using the scale below, rate the extent to which you agree that family separation has affected you in this manner (*Be sure to enter a rating next to each item*).

Strongly disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Strongly agree	Does not apply
[1]	[2]	[3]	[4]	[5]	[6]

FAMILY SEPARATION HAS:

- _____ Increased personal independence
- _____ Prevented completion of education
- _____ Affected children negatively
- _____ Caused feelings of stress
- _____ Prevented marriage
- _____ Contributed to abuse of alcohol or drugs
- _____ Made family more self-sufficient
- _____ Induced feelings of depression
- _____ Induced feelings of strength and competence
- _____ Prevented seeing children grow up
- _____ Increased loneliness
- _____ Caused increased appreciation of time spent with family
- _____ Induced psychological problems for me
- _____ Resulted in better appreciation of children
- _____ Resulted in greater appreciation of spouse
- _____ Increased job satisfaction
- _____ Resulted in greater personal maturity
- _____ Affected children positively
- _____ Resulted in greater maturity in children
- _____ Made family problems more difficult to solve
- _____ Made it difficult for spouse to pursue career
- _____ Made it difficult for spouse to pursue education
- _____ Made spouse's job more difficult
- _____ Made spouse more capable of dealing with problems
- _____ Caused family to suffer financial difficulty

List any other ways in which family separation in the Navy has affected your life.

C. To what extent do you agree that each of the following aspects of family separation is the reason that you are (or would consider) separating from the Navy.

Strongly disagree [1]	Moderately disagree [2]	Neither agree nor disagree [3]	Moderately agree [4]	Strongly agree [5]	Does not apply [6]
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MY DECISION TO SEPARATE (OR CONSIDER SEPARATING) FROM THE NAVY IS DUE TO:

- ☐ Long deployments
- ☐ Family reluctance to move
- ☐ Short notice of deployments
- ☐ Lack of stability in one geographical area
- ☐ Long hours prior to deployment
- ☐ Being stationed away from family
- ☐ Inconvenience resulting from constant moving
- ☐ Time away from home during overhaul of ships
- ☐ Time away to attend Navy schools
- ☐ Absence from my family
- ☐ In-port duty
- ☐ Inability to help my family in crisis situation
- ☐ Long work weeks
- ☐ Lack of communication with family
- ☐ Single parenthood responsibilities
- ☐ Negative effect on my relationship with children
- ☐ Difficulty getting reassimilated into the family
- ☐ Personal loneliness
- ☐ Loneliness of spouse or children
- ☐ Being away from spouse
- ☐ Not being present as children are growing up
- ☐ Increased workload on my spouse
- ☐ Effects on spouse's career
- ☐ Effects on spouse's education
- ☐ Loss of time with family
- ☐ Absence during important family events
- ☐ Disruption of the family
- ☐ Seeing effects on friends who experience separation
- ☐ Expenses incurred for child care
- ☐ Making plans for moves
- ☐ Low family separation allowance
- ☐ Problems with child care
- ☐ Poor mail system

D. I would leave the Navy if I had to spend more than ____ percent of my time during the next year separated from my family. (*circle one*)

10%	20%	30%	40%	50%	60%	70%
80%	90%	More than 90%				

E. Using the scale which follows, rate to what extent you agree that each of the suggestions listed below can help reduce the problem of family separation.

Strongly	Moderately	Neither	Moderately	Strongly	Does not
disagree	disagree	agree	agree	agree	apply
[1]	[2]	nor disagree	[4]	[5]	[6]
		[3]			

CAN HELP REDUCE THE PROBLEM OF FAMILY SEPARATION

- _____ Better communication with family
- _____ Providing better pay
- _____ Providing more personnel
- _____ Encouraging support groups
- _____ Providing more assistance for ombudsman purposes
- _____ Providing adequate family services to dependents
- _____ Educating dependents on available assistance
- _____ Improving shore establishment response to dependents' needs
- _____ Providing access to low cost flights to liberty ports for families
- _____ Supporting co-location policy
- _____ Shortening deployments
- _____ Assuring personnel of shore rotation after one sea tour
- _____ Having fewer work-ups
- _____ Developing a better management of time prior to cruises
- _____ Expanding child care centers to include night care
- _____ Putting more women in sea billets
- _____ Increasing separation allowance
- _____ Adjusting shore working hours to provide more time for family

List any things that you think would lessen the negative impact of family separation.

SUPPLEMENTARY NAVY ENLISTED QUESTIONNAIRE

PRIVACY ACT STATEMENT

Under the authority of 5 USC 301 regulations you are requested to complete this questionnaire. Information furnished will be used for statistical studies to help the Navy improve policies and procedures. It will not be used for any administrative action concerning you specifically and will not be made part of your permanent record. No adverse actions will be taken if you decide not to furnish the requested information.

Researchers at the Navy Personnel Research and Development Center (NPRDC) have been tasked to explore issues related to the separation/retention process. Your answers to the following questions are greatly appreciated. After you have completed the questionnaire please return it in the enclosed envelope along with the separation or retention questionnaire to NAVY PERSONNEL RESEARCH AND DEVELOPMENT CENTER (CODE 62) SAN DIEGO, CA 92152-6800 (ATTENTION: DR. PAUL ROSENFELD).

BACKGROUND

1. Gender ___ M ___ F
2. Rank _____
3. Length of Service _____
4. Percent of Time at Sea _____
5. Job Title _____
6. Community (e.g. aviator) _____
7. Pay Grade _____
8. Age _____
9. Marital Status. (check one)
 - ___ Single
 - ___ Married, how long? _____
 - ___ Divorced
 - ___ Separated, how long? _____
 - ___ Widowed, how long? _____
10. Number of Children _____
11. Number of Dependents? _____
12. Spouse (or spouse equivalent's) career _____
13. Are you currently reenlisting? ___ or separating? _____

FAMILY SEPARATION

A. Family separation has been cited as a reason that many people leave the Navy. To what extent do you agree that this is a reason that you are (or would consider) separating from the Navy (circle one)?

Strongly disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Strongly agree	Does not apply
[1]	[2]	[3]	[4]	[5]	[6]

B. Listed below are different ways that family separation has affected the lives of enlisted personnel in the Navy. Using the scale below, rate the extent to which you agree that family separation has affected you in this manner *(Be sure to enter a rating next to each item)*.

Strongly disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Strongly agree	Does not apply
[1]	[2]	[3]	[4]	[5]	[6]

FAMILY SEPARATION HAS:

- ☐ Increased personal independence
- ☐ Prevented completion of education
- ☐ Affected children negatively
- ☐ Caused feelings of stress
- ☐ Prevented marriage
- ☐ Contributed to abuse of alcohol or drugs
- ☐ Made family more self-sufficient
- ☐ Induced feelings of depression
- ☐ Induced feelings of strength and competence
- ☐ Prevented seeing children grow up
- ☐ Increased loneliness
- ☐ Caused increased appreciation of time spent with family
- ☐ Induced psychological problems for me
- ☐ Reduced drug and alcohol abuse
- ☐ Resulted in better appreciation of children
- ☐ Resulted in greater appreciation of spouse
- ☐ Increased job satisfaction
- ☐ Resulted in greater personal maturity
- ☐ Affected children positively
- ☐ Resulted in greater maturity in children
- ☐ Made family problems more difficult to solve
- ☐ Made it difficult for spouse to pursue career
- ☐ Made it difficult for spouse to pursue education
- ☐ Made spouse's job more difficult
- ☐ Made spouse more capable of dealing with problems
- ☐ Caused family to suffer financial difficulty

List any other ways in which family separation in the Navy has affected your life.

C. To what extent do you agree that each of the following aspects of family separation is the reason that you are (or would consider) separating from the Navy.

Strongly disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Strongly agree	Does not apply
[1]	[2]	[3]	[4]	[5]	[6]

MY DECISION TO SEPARATE (OR CONSIDER SEPARATING) FROM THE NAVY IS DUE TO:

- ☐ Long deployments
- ☐ Family reluctance to move
- ☐ Short notice of deployments
- ☐ Lack of stability in one geographical area
- ☐ Long hours prior to deployment
- ☐ Being stationed away from family
- ☐ Inconvenience resulting from constant moving
- ☐ Time away from home during overhaul of ships
- ☐ Time away to attend Navy schools
- ☐ Absence from my family
- ☐ In-port duty
- ☐ Inability to help my family in crisis situation
- ☐ Long work weeks
- ☐ Lack of communication with family
- ☐ Single parenthood responsibilities
- ☐ Negative effect on my relationship with children
- ☐ Difficulty getting reassimilated into the family
- ☐ Personal loneliness
- ☐ Loneliness of spouse or children
- ☐ Being away from spouse
- ☐ Not being present as children are growing up
- ☐ Increased workload on my spouse
- ☐ Effects on spouse's career
- ☐ Effects on spouse's education
- ☐ Loss of time with family
- ☐ Absence during important family events
- ☐ Disruption of the family
- ☐ Seeing effects on friends who experience separation
- ☐ Expenses incurred for child care
- ☐ Low family separation allowance
- ☐ Problems with child care
- ☐ Poor mail system

D. I would leave the Navy if I had to spend more than _____ percent of my time during the next year separated from my family. (*circle one*)

10% 20% 30% 40% 50% 60% 70%
80% 90% More than 90%

E. Using the scale which follows, rate to what extent you agree that each of the suggestions listed below can help reduce the problem of family separation.

Strongly disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Strongly agree	Does not apply
[1]	[2]	[3]	[4]	[5]	[6]

CAN HELP REDUCE THE PROBLEM OF FAMILY SEPARATION

- _____ Better communication with family
- _____ Providing better pay
- _____ Providing more personnel
- _____ Encouraging support groups
- _____ Providing more assistance for ombudsman purposes
- _____ Providing adequate family services to dependents
- _____ Educating dependents on available assistance
- _____ Improving shore establishment response to dependents' needs
- _____ Providing access to low cost flights to liberty ports for families
- _____ Supporting co-relocation policy
- _____ Shortening deployments
- _____ Assuring personnel of shore rotation after one sea tour
- _____ Having fewer work-ups
- _____ Developing a better management of time prior to cruises
- _____ Expanding child care centers to include night care
- _____ Putting more women in sea billets
- _____ Increasing separation allowance
- _____ Adjusting shore working hours to provide more time for family

List any things that you think would lessen the negative impact of family separation.

PETTY REGULATIONS

F. Petty regulations have been cited as a reason that people leave the Navy. To what extent do you feel petty regulations have made you want to leave. (*circle one*).

Strongly disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Strongly agree	Does not apply
[1]	[2]	[3]	[4]	[5]	[6]

G. Indicate the extent to which you agree that the following are petty regulations.

Strongly disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Strongly agree	Does not apply
[1]	[2]	[3]	[4]	[5]	[6]

THE FOLLOWING ARE PETTY REGULATIONS

- ☐ Grooming standards
- ☐ Inspections
- ☐ Uniform regulations
- ☐ Liberty regulations
- ☐ Regulations imposed by base police
- ☐ Married people receiving higher pay than singles
- ☐ Difficult parking regulations
- ☐ Weight standards
- ☐ Drug/urine testing
- ☐ Lateness regulations
- ☐ Duty regulations
- ☐ Requirement to repeatedly report to supervisor
- ☐ Authorization needed for activities
- ☐ Promotion regulations and practices
- ☐ Different commands have different regulations
- ☐ Minor infractions are punished too severely
- ☐ Smoking regulations
- ☐ Eating regulations
- ☐ Excessive rules
- ☐ Barracks rules
- ☐ Differential enforcement of rules
- ☐ Rules for the sake of having rules

Please list other petty regulations not mentioned above.

H. Using the scale below, indicate to what extent you feel that each of the individuals or groups listed below establishes, causes or is responsible for petty regulations.

Strongly disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Strongly agree	Does not apply
[1]	[2]	[3]	[4]	[5]	[6]

ESTABLISHES, CAUSES OR IS RESPONSIBLE FOR PETTY REGULATIONS

- _____ CNO
- _____ Admirals
- _____ Secretary of Navy
- _____ Officer in charge
- _____ Officers in general
- _____ Master Chief
- _____ Work center supervisor
- _____ Congress/government
- _____ Chief of Boat
- _____ NMPC
- _____ OPNAV
- _____ CO/XO
- _____ My superiors
- _____ The Division
- _____ The Department
- _____ The Chain of Command
- _____ Long standing Navy practice/custom

List others not included above.

1. Using the scale which follows, rate to what extent each of the suggestions listed below can help reduce the number of petty regulations.

Strongly disagree	Moderately disagree	Neither agree nor disagree	Moderately agree	Strongly agree	Does not apply
[1]	[2]	[3]	[4]	[5]	[6]

CAN HELP REDUCE THE NUMBER OF PETTY REGULATIONS

- _____ Prioritize what is important
- _____ Concentrate on job, not rules
- _____ Examine the Navy structure
- _____ Try ideas for longer periods
- _____ Survey the fleet/get feedback
- _____ Use a suggestion box
- _____ Run commands more like a corporation
- _____ Standard enforcement of guidelines by individual commands
- _____ Treat sailors like adults
- _____ Give more slack for minor offenses
- _____ Give credit for a job well-done
- _____ Loosen rules at sea
- _____ Better training of those in command
- _____ No differential enforcement of rules
- _____ Promote on merit
- _____ Develop more liberal codes

Please list any other suggestions you may have for reducing the number of petty regulations.

APPENDIX C
NAVY DEMOGRAPHICS

SUPPLEMENTARY NAVY SEPARATION DEMOGRAPHICS

Administered: November, 1987 - January, 1988

Location: San Diego, CA
Norfolk, VA
Pensacola, FL
Pearl Harbor, HI

Participants: N= 213 Enlisted
N= 71 Officers

NAVY OFFICER DEMOGRAPHICS

GENDER: **65** **Males**
 6 **Females**

AVERAGE AGE: 31 years

AVERAGE LENGTH OF SERVICE: 8.83 years

AVERAGE AMOUNT OF TIME AT SEA: 45 percent

MARITAL STATUS:

Single 47%

Married 48%

Divorced 4%

Widowed 0%

Separated 0%

NAVY ENLISTED DEMOGRAPHICS

GENDER: 171 Males
 42 Females

AVERAGE AGE: 25 years

AVERAGE LENGTH OF SERVICE: 5.64 years

AVERAGE AMOUNT OF TIME AT SEA: 56.37 percent

MARITAL STATUS:

Single 44%

Married 47%

Divorced 4%

Widowed 0%

Separated 4%

APPENDIX D
SUPPLEMENTARY NAVY SEPARATION QUESTIONNAIRE
DATA SUMMARY

**SUPPLEMENTARY NAVY
SEPARATION
QUESTIONNAIRE**

DATA SUMMARY

EFFECTS OF FAMILY SEPARATION SEPARATING OFFICER RESPONDENTS

% Agreement

- 92% Caused increased appreciation of time spent with family
- 78% Caused feelings of stress
- 78% Increased loneliness
- 73% Prevented seeing children grow up
- 73% Made family problems more difficult to solve
- 72% Resulted in greater appreciation of spouse
- 67% Increased personal independence
- 67% Made family more self-sufficient
- 67% Made spouse's job more difficult
- 65% Induced feelings of depression
- 64% Affected children negatively
- 57% Resulted in greater personal maturity
- 57% Made spouse more capable of dealing with problems
- 56% Resulted in better appreciation of children
- 55% Induced feelings of strength and competence
- 52% Prevented marriage
- 50% Made it difficult for spouse to pursue education
- 45% Prevented completion of education
- 44% Made it difficult for spouse to pursue career
- 26% Caused family to suffer financial difficulty
- 19% Contributed to abuse of alcohol or drugs
- 17% Induced psychological problems for me
- 16% Resulted in greater maturity in children
- 14% Increased job satisfaction
- 12% Affected children positively

REASONS FOR SEPARATION FROM NAVY SEPARATING OFFICER RESPONDENTS

% Agreement

80% Absence during important family events
79% Absence from my family
78% Being away from spouse
78% Loss of time with family
76% Long deployments
69% Not being present as children are growing up
68% Inconvenience resulting from constant moving
67% Lack of stability in one geographical area
67% Being stationed away from family
67% Inability to help my family in crisis situation
65% Long hours prior to deployment
63% Long work weeks
63% Negative effect on my relationship with children
63% Disruption of the family
61% Increased workload on my spouse
57% Short notice of deployments
55% Lack of communication with family
55% Personal loneliness
55% Loneliness of spouse or children
53% Family reluctance to move
51% Time away from home during overhaul of ships
51% Effects on spouse's career
50% Difficulty getting reassimilated into the family
50% Effects on spouse's education
49% In-port duty
48% Seeing effects on friends who experience separation
41% Single parenthood responsibilities
41% Making plans for moves
38% Poor mail system
29% Low family separation allowance
29% Problems with child care
24% Expenses incurred for child care
20% Time away to attend Navy schools

SUGGESTIONS FOR REDUCING PROBLEM OF FAMILY SEPARATION SEPARATING OFFICER RESPONDENTS

% Agreement

- 89% Assuring personnel of shore rotation after one sea tour
- 84% Shortening deployments
- 84% Developing a better management of time prior to cruises
- 77% Providing access to low cost flights to liberty ports for families
- 76% Improving shore establishment response to dependents' needs
- 75% Adjusting shore working hours to provide more time for family
- 74% Supporting co-location policy
- 68% Better communication with family
- 67% Providing more personnel
- 65% Having fewer work-ups
- 61% Providing better pay
- 60% Providing adequate family services to dependents
- 60% Educating dependents on available assistance
- 57% Increasing separation allowance
- 52% Encouraging support groups
- 48% Expanding child care centers to include night care
- 42% Providing more assistance for ombudsman purposes
- 37% Putting more women in sea billets

EFFECTS OF FAMILY SEPARATION SEPARATING ENLISTED RESPONDENTS

% Agreement

- 82% Caused feelings of stress
- 76% Increased loneliness
- 76% Caused increased appreciation of time spent with family
- 75% Induced feelings of depression
- 70% Prevented seeing children grow up
- 70% Made family problems more difficult to solve
- 65% Increased personal independence
- 63% Affected children negatively
- 62% Resulted in greater appreciation of spouse
- 62% Resulted in greater personal maturity
- 62% Made spouse's job more difficult
- 54% Resulted in better appreciation of children
- 54% Made it difficult for spouse to pursue career
- 49% Prevented completion of education
- 49% Induced feelings of strength and competence
- 47% Made it difficult for spouse to pursue education
- 46% Prevented marriage
- 46% Made family more self-sufficient
- 46% Made spouse more capable of dealing with problems
- 44% Contributed to abuse of alcohol or drugs
- 43% Caused family to suffer financial difficulty
- 32% Induced psychological problems for me
- 23% Affected children positively
- 17% Increased job satisfaction
- 17% Resulted in greater maturity in children
- 16% Reduced drug and alcohol abuse

REASONS FOR SEPARATION FROM NAVY SEPARATING ENLISTED RESPONDENTS

% Agreement

- 86% Absence during important family events
- 82% Loss of time with family
- 77% Absence from my family
- 77% Not being present as children are growing up
- 76% Long hours prior to deployment
- 74% Long deployments
- 74% Inability to help my family in crisis situation
- 74% Loneliness of spouse or children
- 73% Being away from spouse
- 72% Disruption of the family
- 70% Personal loneliness
- 69% Short notice of deployments
- 66% Being stationed away from family
- 61% Lack of communication with family
- 61% Increased workload on my spouse
- 61% Seeing effects on friends who experience separation
- 60% Lack of stability in one geographical area
- 58% Inconvenience resulting from constant moving
- 58% Long work weeks
- 57% Effects on spouse's career
- 56% Time away from home during overhaul of ships
- 53% Negative effect on my relationship with children
- 53% Low family separation allowance
- 50% Family reluctance to move
- 50% Single parenthood responsibilities
- 47% Problems with child care
- 46% Difficulty getting reassimilated into the family
- 46% Effects on spouse's education
- 46% Expenses incurred for child care
- 46% Poor mail system
- 40% In-port duty
- 22% Time away to attend Navy schools

SUGGESTIONS FOR REDUCING PROBLEM OF FAMILY SEPARATION SEPARATING ENLISTED RESPONDENTS

% Agreement

- 82% Providing better pay
- 80% Better communication with family
- 80% Providing access to low cost flights to liberty ports for families
- 80% Developing a better management of time prior to cruises
- 78% Shortening deployments
- 78% Assuring personnel of shore rotation after one sea tour
- 78% Increasing separation allowance
- 72% Adjusting shore working hours to provide more time for family
- 71% Improving shore establishment response to dependents' needs
- 69% Providing more personnel
- 69% Educating dependents on available assistance
- 66% Providing adequate family services to dependents
- 66% Putting more women in sea billets
- 65% Supporting co-location policy
- 64% Expanding child care centers to include night care
- 63% Encouraging support groups
- 56% Having fewer work-ups
- 50% Providing more assistance for ombudsman purposes

DEFINITION OF PETTY REGULATIONS SEPARATING ENLISTED RESPONDENTS

% Agreement

- 70% Rules for the sake of having rules
- 68% Differential enforcement of rules
- 67% Excessive rules
- 66% Different commands have different regulations
- 66% Minor infractions are punished too severely
- 59% Difficult parking regulations
- 57% Liberty regulations
- 55% Authorization needed for activities
- 54% Barracks rules
- 52% Inspections
- 51% Promotion regulations and practices
- 47% Regulations imposed by base police
- 43% Duty regulations
- 42% Requirement to repeatedly report to supervisor
- 41% Uniform regulations
- 40% Grooming standards
- 39% Lateness regulations
- 38% Drug/urine testing
- 36% Weight standards
- 35% Smoking regulations
- 33% Eating regulations
- 30% Married people receiving higher pay than singles

ESTABLISHES PETTY REGULATIONS SEPARATING ENLISTED RESPONDENTS

% Agreement

78% CO/XO
67% Officer in charge
67% The Chain of Command
65% The Department
59% My superiors
57% Officers in general
56% The Division
53% Work center supervisor
52% Master Chief
45% CNO
45% Admirals
41% Long standing Navy practice/custom
39% Secretary of Navy
39% Chief of Boat
38% OPNAV
35% NMPC
33% Congress/government

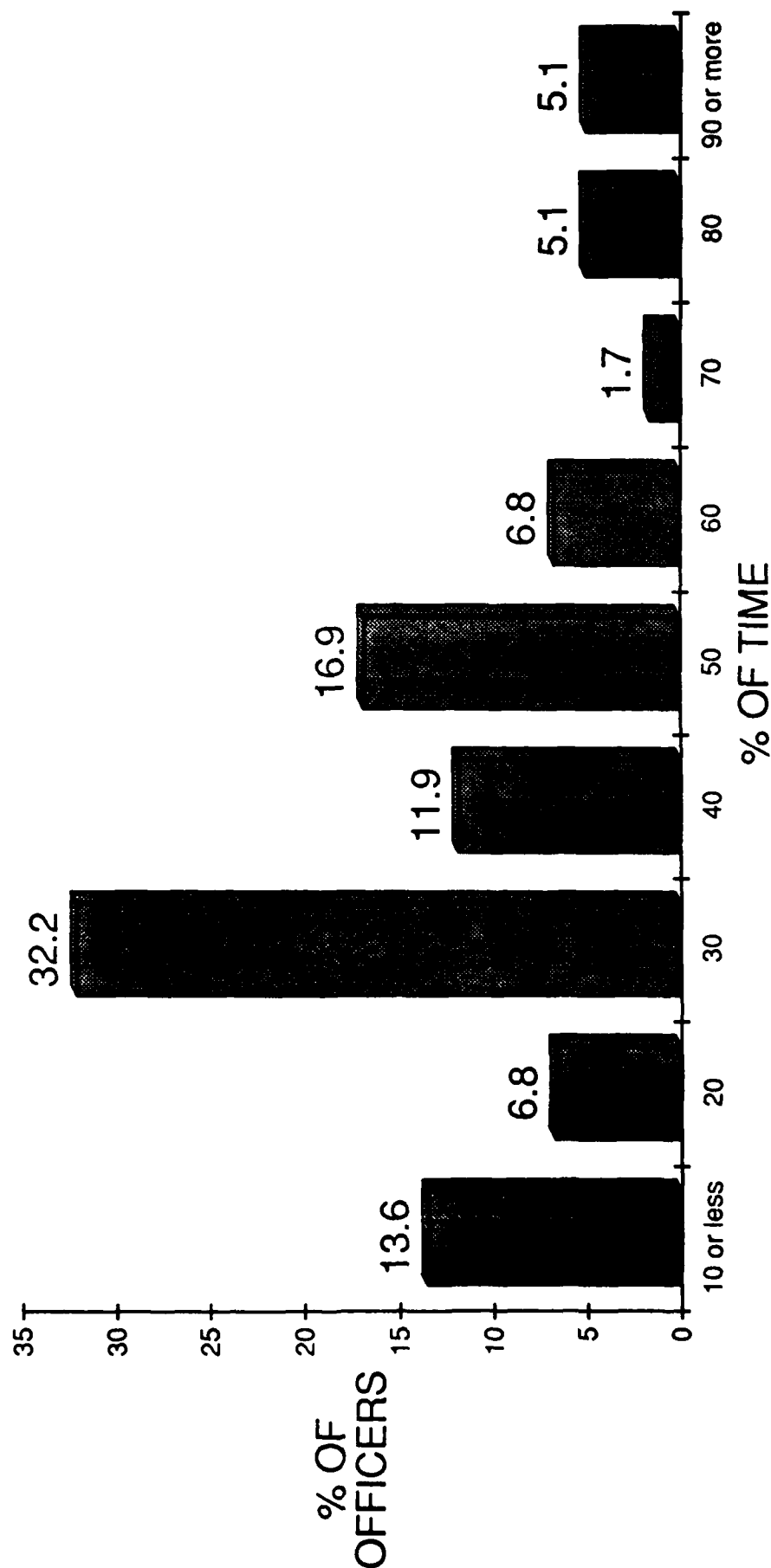
SUGGESTIONS FOR REDUCING NUMBER OF PETTY REGULATIONS SEPARATING ENLISTED RESPONDENTS

% Agreement

- 91% Give credit for a job well-done
- 88% Prioritize what is important
- 86% Treat sailors like adults
- 80% Concentrate on job, not rules
- 80% Survey the fleet/get feedback
- 79% Better training of those in command
- 73% Examine the Navy structure
- 73% Promote on merit
- 71% No differential enforcement of rules
- 67% Use a suggestion box
- 67% Standard enforcement of guidelines by individual commands
- 62% Try ideas for longer periods
- 55% Run commands more like a corporation
- 54% Loosen rules at sea
- 51% Give more slack for minor offenses
- 50% Develop more liberal codes

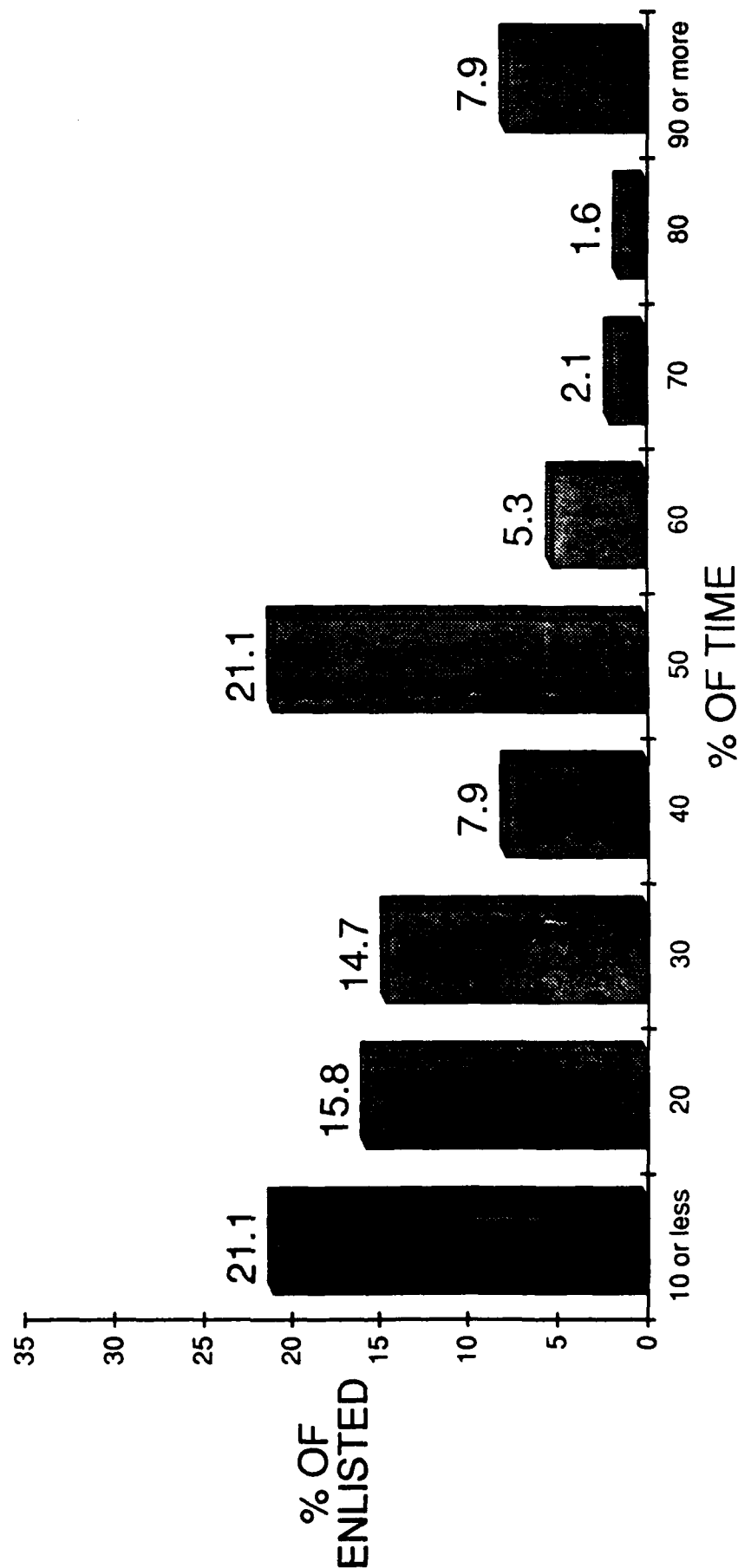
APPENDIX E
TIME SEPARATION GRAPHS

TIME SEPARATION: OFFICERS
"I would leave the Navy if I had to spend more than ___% of my time during the
year separated from my family"



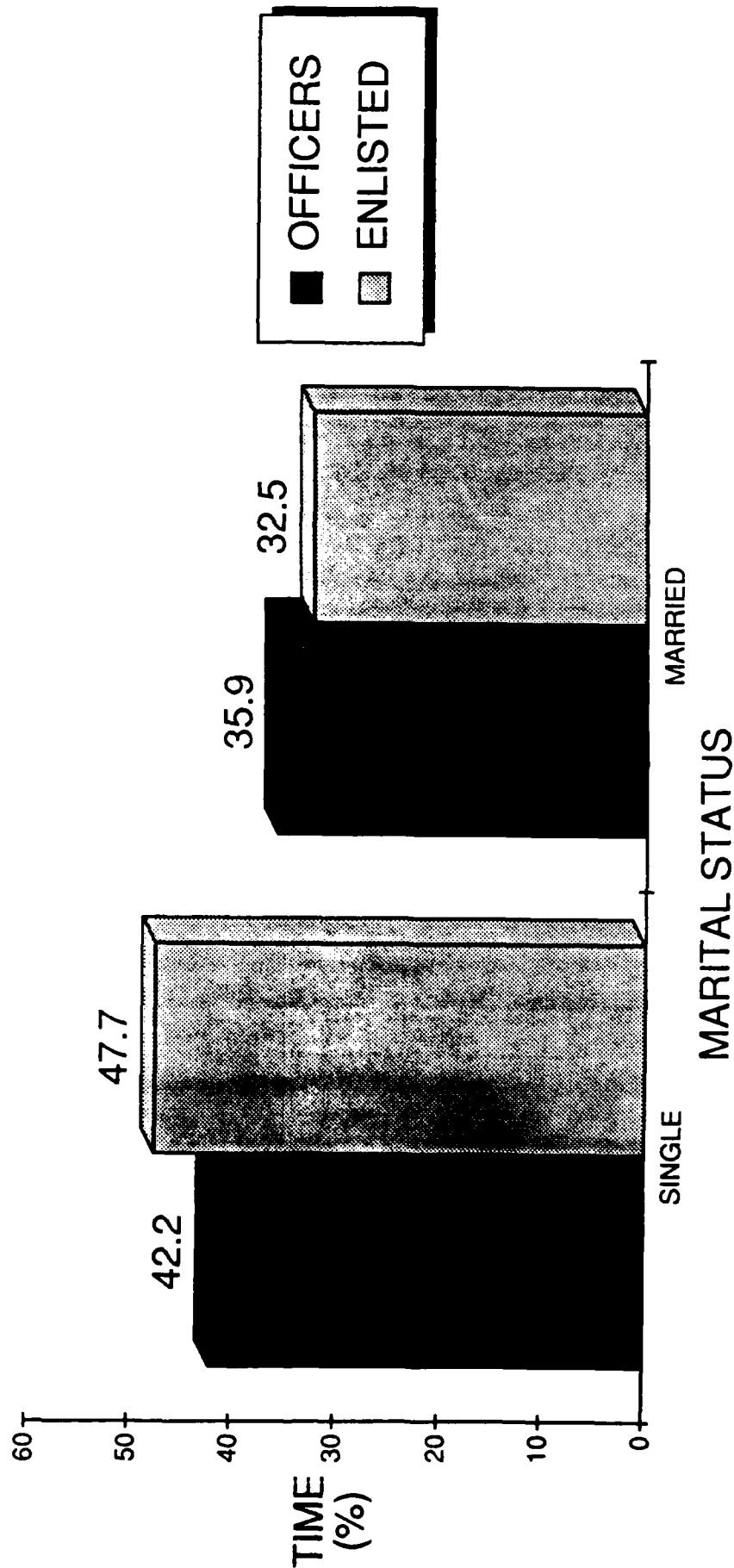
TIME SEPARATION: ENLISTED

"I would leave the Navy if I had to spend more than ___% of my time during the year separated from my family"



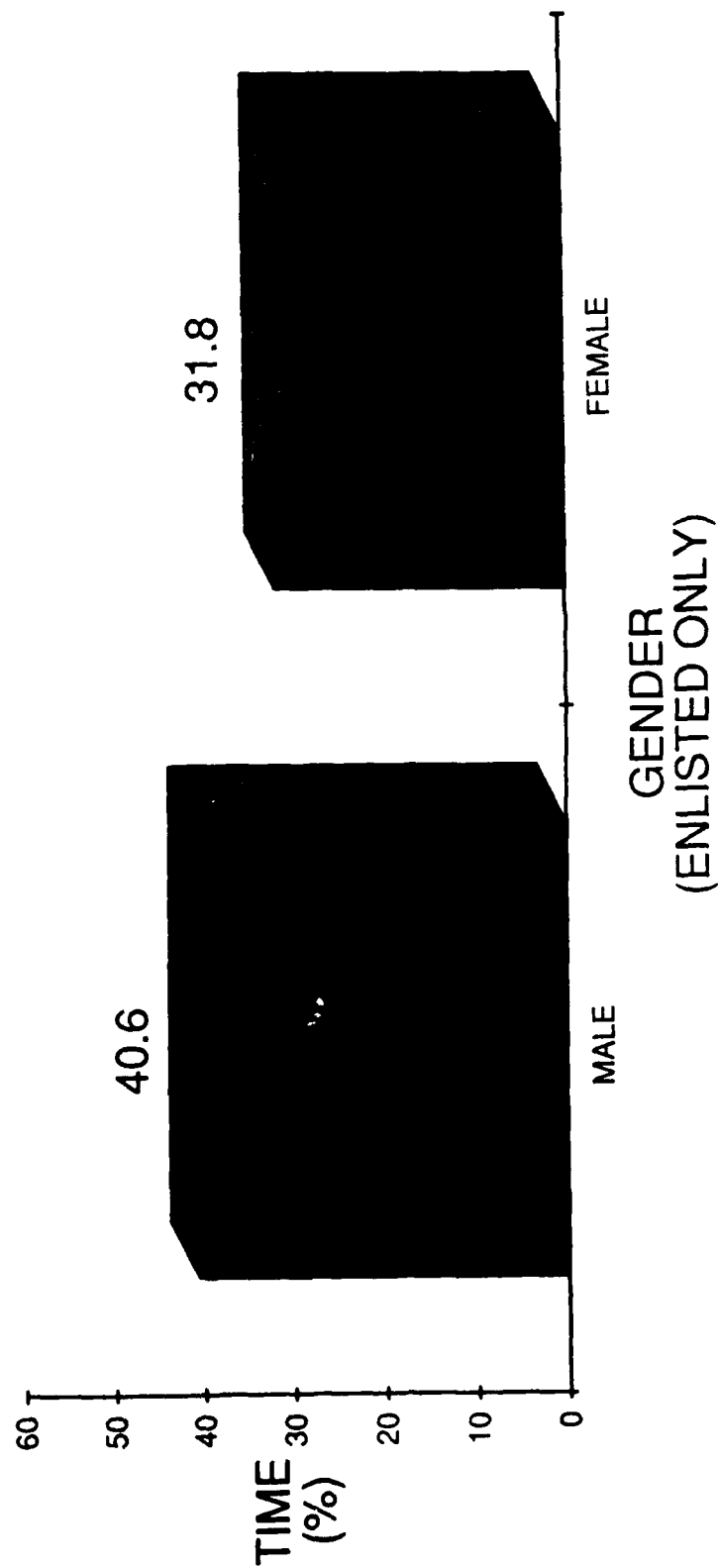
TIME SEPARATION AND MARITAL STATUS

"I would leave the Navy if I had to spend more than % of my time during the next year separated from my family"



TIME SEPARATION AND GENDER

"I would leave the Navy if I had to spend more than ___% of my time during the next year separated from my family."



APPENDIX F
MARITAL STATUS AND GENDER COMPARISONS

**Effects of Family Separation:
Marital Status Differences for
Separating Officer Respondents**

Single	Married	F	p	
3.95	3.85	.15	ns	Increased personal independence
3.19	3.14	.01	ns	Prevented completion of education
3.22	4.08	3.17	ns	Affected children negatively
3.88	4.19	.96	ns	Caused feelings of stress
4.00	1.86	19.43	.001	Prevented marriage
2.33	1.89	.93	ns	Contributed to abuse of alcohol or drugs
3.75	4.04	.61	ns	Made family more self-sufficient
3.64	3.63	.01	ns	Induced feelings of depression
3.32	3.70	1.56	ns	Induced feelings of strength and competence
3.75	4.47	2.07	ns	Prevented seeing children grow up
3.92	4.35	2.17	ns	Increased loneliness
4.65	4.41	1.81	ns	Caused increased appreciation of time spent with family
2.00	2.24	.39	ns	Induced psychological problems for me
4.00	3.14	2.09	ns	Resulted in better appreciation of children
3.75	4.08	.65	ns	Resulted in greater appreciation of spouse
1.88	2.11	.50	ns	Increased job satisfaction
3.79	3.35	1.81	ns	Resulted in greater personal maturity
2.63	1.86	2.54	ns	Affected children positively
2.63	2.36	.32	ns	Resulted in greater maturity in children
3.69	4.33	6.03	.019	Made family problems more difficult to solve
3.25	3.39	.08	ns	Made it difficult for spouse to pursue career
3.38	3.52	.07	ns	Made it difficult for spouse to pursue education
3.63	4.30	3.83	ns	Made spouse's job more difficult
3.75	3.62	.07	ns	Made spouse more capable of dealing with problems
2.78	2.95	.22	ns	Caused family to suffer financial difficulty

**Reasons for Decision to Separate:
Marital Status Differences for
Separating Officer Respondents**

Single	Married	F	P	
3.96	4.17	.38	ns	Long deployments
3.47	3.35	.07	ns	Family reluctance to move
3.30	3.43	.10	ns	Short notice of deployments
3.75	3.64	.08	ns	Lack of stability in one geographical area
3.76	3.86	.07	ns	Long hours prior to deployment
3.81	4.14	.98	ns	Being stationed away from family
3.68	3.86	.26	ns	Inconvenience resulting from constant moving
3.76	3.38	.91	ns	Time away from home during overhaul of ships
2.81	2.90	.07	ns	Time away to attend Navy schools
4.00	4.27	.78	ns	Absence from my family
3.21	3.35	.11	ns	In-port duty
3.65	3.85	.23	ns	Inability to help my family in crisis situation
3.80	3.43	.97	ns	Long work weeks
3.41	3.95	2.63	ns	Lack of communication with family
3.33	3.55	.16	ns	Single parenthood responsibilities
3.56	4.00	.87	ns	Negative effect on my relationship with children
3.38	3.45	.03	ns	Difficulty getting reassimilated into the family
3.50	3.64	.13	ns	Personal loneliness
3.60	4.27	2.85	ns	Loneliness of spouse or children
3.82	4.41	2.74	ns	Being away from spouse
4.00	4.31	.88	ns	Not being present as children are growing up
3.55	3.95	1.28	ns	Increased workload on my spouse
3.73	3.52	.23	ns	Effects on spouse's career
3.50	3.38	.05	ns	Effects on spouse's education
4.20	4.18	.01	ns	Loss of time with family
4.14	4.32	.41	ns	Absence during important family events
3.82	4.05	.40	ns	Disruption of the family
3.67	3.43	.61	ns	Seeing effects on friends who experience separation
3.44	3.00	.95	ns	Expenses incurred for child care
2.90	3.36	1.82	ns	Making plans for moves
2.79	2.86	.03	ns	Low family separation allowance
3.56	2.50	5.67	.027	Problems with child care
3.04	2.86	.26	ns	Poor mail system

**Suggestions to Help Reduce
Family Separation Problem:
Marital Status Differences for
Separating Officer Respondents**

Single	Married	F	P	
4.11	3.68	2.13	ns	Better communication with family
3.74	3.73	.01	ns	Providing better pay
3.96	3.80	.26	ns	Providing more personnel
3.63	3.50	.23	ns	Encouraging support groups
3.42	3.25	.38	ns	Providing more assistance for ombudsman purposes
3.85	3.68	.43	ns	Providing adequate family services to dependents
3.84	3.59	.71	ns	Educating dependents on available assistance
4.00	4.00	.00	ns	Improving shore establishment response to dependents' needs
4.12	4.38	.91	ns	Providing access to low cost flights to liberty ports for families
4.12	4.20	.10	ns	Supporting co-location policy
4.41	4.31	.15	ns	Shortening deployments
4.59	4.35	1.02	ns	Assuring personnel of shore rotation after one sea tour
4.11	3.80	.97	ns	Having fewer work-ups
4.22	4.37	.42	ns	Developing a better management of time prior to cruises
3.48	3.85	1.58	ns	Expanding child care centers to include night care
3.19	3.04	.14	ns	Putting more women in sea billets
3.59	3.68	.07	ns	Increasing separation allowance
4.18	4.00	.40	ns	Adjusting shore working hours to provide more time for family

**Effects of Family Separation:
Marital Status Difference for
Separating Enlisted Respondents**

Single	Married	F	p	
4.14	3.62	7.65	.006	Increased personal independence
3.47	3.45	.08	ns	Prevented completion of education
3.67	4.07	2.56	ns	Affected children negatively
4.11	4.52	7.86	.006	Caused feelings of stress
3.89	2.80	17.92	.001	Prevented marriage
3.10	3.24	.28	ns	Contributed to abuse of alcohol or drugs
3.32	3.40	.15	ns	Made family more self-sufficient
3.91	4.07	.92	ns	Induced feelings of depression
3.54	3.34	1.06	ns	Induced feelings of strength and competence
3.68	4.24	4.38	.039	Prevented seeing children grow up
4.05	4.30	2.47	ns	Increased loneliness
3.91	4.27	3.81	.053	Caused increased appreciation of time spent with family
2.83	2.96	.29	ns	Induced psychological problems for me
2.58	2.77	.66	ns	Reduced drug and alcohol abuse
3.73	3.75	.01	ns	Resulted in better appreciation of children
3.50	3.93	2.55	ns	Resulted in greater appreciation of spouse
2.70	2.33	3.81	.053	Increased job satisfaction
4.01	3.45	8.10	.005	Resulted in greater personal maturity
2.89	2.50	1.57	ns	Affected children positively
3.04	2.47	4.06	.048	Resulted in greater maturity in children
3.83	4.09	1.44	ns	Made family problems more difficult to solve
3.56	3.73	.38	ns	Made it difficult for spouse to pursue career
3.58	3.64	.05	ns	Made it difficult for spouse to pursue education
3.65	3.93	1.09	ns	Made spouse's job more difficult
3.32	3.48	.30	ns	Made spouse more capable of dealing with problems
3.05	3.43	2.18	ns	Caused family to suffer financial difficulty

**Reasons for Decision to Separate:
Marital Status Differences for
Separating Enlisted Respondents**

Single	Married	F	p	
4.06	4.26	1.07	ns	Long deployments
3.79	3.57	.76	ns	Family reluctance to move
3.88	3.96	.17	ns	Short notice of deployments
3.79	3.95	.70	ns	Lack of stability in one geo- graphical area
4.11	4.31	1.16	ns	Long hours prior to deployment
4.00	4.15	.71	ns	Being stationed away from family
3.88	3.79	.20	ns	Inconvenience resulting from constant moving
3.70	3.81	.30	ns	Time away from home during overhaul of ships
2.96	3.08	.39	ns	Time away to attend Navy schools
4.15	4.41	2.63	ns	Absence from my family
3.05	3.40	2.30	ns	In-port duty
4.13	4.26	.55	ns	Inability to help my family in crisis situation
3.75	3.76	.01	ns	Long work weeks
3.81	3.92	.33	ns	Lack of communication with family
3.79	3.62	.38	ns	Single parenthood responsibilities
3.12	4.00	11.68	.001	Negative effect on my relationship with children
3.36	3.57	.92	ns	Difficulty getting reassimilated into the family
3.97	4.04	.57	ns	Personal loneliness
3.86	4.33	4.83	.030	Loneliness of spouse or children
3.64	4.41	13.14	.001	Being away from spouse
4.04	4.48	4.15	.045	Not being present as children are growing up
3.43	4.13	7.65	.007	Increased workload on my spouse
3.55	3.96	2.69	ns	Effects on spouse's career
3.18	3.83	5.67	.019	Effects on spouse's education
4.19	4.51	4.22	.042	Loss of time with family
4.45	4.60	1.32	ns	Absence during important family events
3.74	4.41	12.75	.001	Disruption of the family
3.90	3.96	.11	ns	Seeing effects on friends who experience separation
3.31	3.73	2.96	ns	Expenses incurred for child care
3.46	3.89	2.79	ns	Low family separation allowance
3.42	3.77	1.72	ns	Problems with child care
3.26	3.69	3.77	.054	Poor mail system

**Suggestions to Help Reduce
Family Separation Problem:
Marital Status Differences for
Separating Enlisted Respondents**

Single	Married	F	P	
4.25	4.18	.20	ns	Better communication with family
4.45	4.22	2.27	ns	Providing better pay
3.97	4.14	1.13	ns	Providing more personnel
4.01	3.82	1.25	ns	Encouraging support groups
3.78	3.73	.09	ns	Providing more assistance for ombudsman purposes
4.07	4.01	.10	ns	Providing adequate family services to dependents
4.08	4.10	.01	ns	Educating dependents on available assistance
4.19	4.16	.02	ns	Improving shore establishment response to dependents' needs
4.32	4.43	.57	ns	Providing access to low cost flights to liberty ports for families
3.99	4.11	.62	ns	Supporting co-location policy
4.15	4.47	4.19	.042	Shortening deployments
4.36	4.36	.01	ns	Assuring personnel of shore rotation after one sea tour
3.87	3.85	.01	ns	Having fewer work-ups
4.18	4.23	3.24	ns	Developing a better management of time prior to cruises
3.90	4.14	1.58	ns	Expanding child care centers to include night care
4.10	3.86	1.35	ns	Putting more women in sea billets
4.30	4.29	.01	ns	Increasing separation allowance
4.18	4.24	.12	ns	Adjusting shore working hours to provide more time for family

**Effects of Family Separation:
Gender Differences for
Separating Enlisted Respondents**

Male	Female	t	P	
3.87	8.94	-.30	ns	Increased personal independence
3.54	2.96	1.99	.048	Prevented completion of education
3.98	3.63	1.18	ns	Affected children negatively
4.37	3.94	2.30	.023	Caused feelings of stress
3.51	2.68	2.60	.011	Prevented marriage
3.28	2.45	2.50	.014	Contributed to abuse of alcohol or drugs
3.38	3.44	-.25	ns	Made family more self-sufficient
4.05	3.55	2.35	.020	Induced feelings of depression
3.43	3.41	.07	ns	Induced feelings of strength and competence
4.21	3.35	2.85	.005	Prevented seeing children grow up
4.29	3.54	3.87	.001	Increased loneliness
4.17	3.89	1.26	ns	Caused increased appreciation of time spent with family
3.03	2.43	2.12	.036	Induced psychological problems for me
2.70	2.50	.63	ns	Reduced drug and alcohol abuse
3.86	3.14	2.76	.007	Resulted in better appreciation of children
3.80	3.58	.79	ns	Resulted in greater appreciation of spouse
2.47	2.61	-.59	ns	Increased job satisfaction
3.76	3.55	.87	ns	Resulted in greater personal maturity
2.72	2.05	1.97	.051	Affected children positively
2.74	2.28	1.48	ns	Resulted in greater maturity in children
4.14	3.41	2.84	.005	Made family problems more difficult to solve
3.85	2.72	4.01	.001	Made it difficult for spouse to pursue career
3.72	2.83	3.03	.003	Made it difficult for spouse to pursue education
4.07	3.14	3.77	.001	Made spouse's job more difficult
3.43	3.09	1.20	ns	Made spouse more capable of dealing with problems
3.48	2.55	3.05	.003	Caused family to suffer financial difficulty

**Reasons for Decision to Separate:
Gender Effects for
Separating Enlisted Respondents**

Male	Female	t	p	
4.21	3.90	1.13	ns	Long deployments
3.64	3.48	.56	ns	Family reluctance to move
4.00	3.65	1.26	ns	Short notice of deployments
3.91	3.65	1.03	ns	Lack of stability in one geo- graphic area
4.26	4.06	.76	ns	Long hours prior to deployment
4.08	4.04	.18	ns	Being stationed away from family
3.83	3.72	.44	ns	Inconvenience resulting from constant moving
3.79	3.53	.95	ns	Time away from home during overhaul of ships
3.02	3.06	-.16	ns	Time away to attend Navy schools
4.31	4.08	1.11	ns	Absence from my family
3.31	2.87	1.45	ns	In-port duty
4.34	3.57	3.55	.001	Inability to help my family in crisis situation
3.81	3.39	1.77	ns	Long work weeks
3.93	3.52	1.76	ns	Lack of communication with family
3.69	3.80	-.36	ns	Single parenthood responsibilities
3.80	3.50	.88	ns	Negative effect on my relationship with children
3.58	3.26	1.16	ns	Difficulty getting reassimilated into the family
4.09	3.61	2.36	.019	Personal loneliness
4.24	4.04	.86	ns	Loneliness of spouse or children
4.27	3.81	1.90	ns	Being away from spouse
4.39	4.06	1.27	ns	Not being present as children are growing up
3.94	3.73	.68	ns	Increased workload on my spouse
3.87	3.63	.93	ns	Effects on spouse's career
3.70	3.27	1.43	ns	Effects on spouse's education
4.44	3.96	2.47	.014	Loss of time with family
4.51	4.27	1.33	ns	Absence during important family events
4.11	4.20	-.34	ns	Disruption of the family
3.93	3.77	.69	ns	Seeing effects on friends who experience separation
3.58	3.79	-.81	ns	Expenses incurred for child care
3.82	3.60	.79	ns	Low family separation allowance
3.59	3.89	-1.07	ns	Problems with child care
3.53	3.33	.71	ns	Poor mail system

**Suggestions to Help Reduce
Family Separation Problems:
Gender Effects for
Separating Enlisted Respondents**

Male	Female	t	p	
4.26	4.09	.96	ns	Better communication with family
4.39	4.14	1.42	ns	Providing better pay
4.10	4.08	.09	ns	Providing more personnel
3.89	3.94	-.30	ns	Encouraging support groups
3.73	3.71	.07	ns	Providing more assistance for ombudsman purposes
4.03	3.97	.30	ns	Providing adequate family services to dependents
4.10	4.00	.56	ns	Educating dependents on available assistance
4.21	4.00	1.15	ns	Improving shore establishment response to dependents' needs
4.34	4.48	-.82	ns	Providing access to low cost flights to liberty ports for families
4.01	4.24	-1.20	ns	Supporting co-location policy
4.38	4.24	.75	ns	Shortening deployments
4.39	4.20	1.04	ns	Assuring personnel of shore rotation after one sea tour
3.93	3.56	1.98	.049	Having fewer work-ups
4.38	4.16	1.35	ns	Developing a better management of time prior to cruises
3.98	4.28	-1.37	ns	Expanding child care centers to include night care
4.12	3.43	2.90	.004	Putting more women in sea billets
4.34	4.14	1.08	ns	Increasing separation allowance
4.24	4.08	.77	ns	Adjusting shore working hours to provide more time for family

**Ratings of Petty Regulations:
Marital Status Differences for
Separating Enlisted Respondents**

Single	Married	F	P	
3.00	2.99	.01	ns	Grooming standards
3.52	3.29	1.55	ns	Inspections
3.09	3.04	.05	ns	Uniform regulations
3.92	3.51	4.87	.029	Liberty regulations
3.35	3.31	.04	ns	Regulations imposed by base police
3.28	2.53	11.21	.001	Married people receiving higher pay than singles
3.72	3.75	.01	ns	Difficult parking regulations
3.14	2.97	.68	ns	Weight standards
3.26	2.96	1.81	ns	Drug/urine testing
3.24	3.06	.69	ns	Lateness regulations
3.51	3.26	1.72	ns	Duty regulations
3.38	3.21	.68	ns	Requirement to repeatedly report to supervisor
3.63	3.41	1.41	ns	Authorization needed for activities
3.67	3.43	1.48	ns	Promotion regulations and practices
3.93	3.81	.39	ns	Different commands have different regulations
4.06	3.86	1.14	ns	Minor infractions are punished too severely
3.03	3.09	.08	ns	Smoking regulations
3.35	3.07	2.40	ns	Eating regulations
4.02	3.80	1.52	ns	Excessive rules
3.85	3.59	1.63	ns	Barracks rules
4.10	3.82	2.25	ns	Differential enforcement of rules
4.24	3.90	3.19	ns	Rules for the sake of having rules

**Responsibility for Petty Regulations:
Marital Status Differences for
Separating Enlisted Respondents**

Single	Married	F	P	
3.53	3.42	.33	ns	CNO
3.51	3.38	.46	ns	Admirals
3.45	3.31	.50	ns	Secretary of Navy
3.89	4.00	.36	ns	Officer in charge
3.80	3.69	.37	ns	Officers in general
3.67	3.51	.96	ns	Master Chief
3.71	3.65	.10	ns	Work center supervisor
3.19	3.28	.18	ns	Congress/government
3.44	3.42	.02	ns	Chief of Boat
3.34	3.49	.87	ns	NMPC
3.43	3.46	.02	ns	OPNAV
4.22	4.29	.19	ns	CO/XO
3.99	3.81	1.15	ns	My superiors
3.79	3.68	.41	ns	The Division
4.04	3.82	1.82	ns	The Department
4.03	4.05	.03	ns	The Chain of Command
3.99	3.85	.58	ns	Long standing Navy practice/custom

**Suggestions to Help Reduce
Petty Regulations:
Marital Status Differences for
Separating Enlisted Respondents**

Single	Married	F	P	
4.64	4.45	2.63	ns	Prioritize what is important
4.25	4.27	.02	ns	Concentrate on job, not rules
4.15	4.21	.17	ns	Examine the Navy structure
3.83	3.93	.42	ns	Try ideas for longer periods
4.35	4.30	.12	ns	Survey the fleet/get feedback
4.04	3.95	.30	ns	Use a suggestion box
3.68	3.75	.17	ns	Run commands more like a corporation
3.76	3.99	1.72	ns	Standard enforcement of guidelines by individual commands
4.52	4.61	.42	ns	Treat sailors like adults
3.73	3.47	2.25	ns	Give more slack for minor offenses
4.72	4.68	.19	ns	Give credit for a job well-done
3.57	3.50	.11	ns	Loosen rules at sea
4.44	4.37	.33	ns	Better training of those in command
4.19	3.99	1.67	ns	No differential enforcement of rules
4.12	4.25	.30	ns	Promote on merit
3.76	3.64	.57	ns	Develop more liberal codes

**Ratings of Petty Regulations:
Gender Effects for
Separating Enlisted Respondents**

Male	Female	t	p	
3.19	2.13	4.36	.001	Grooming standards
3.55	2.79	3.39	.001	Inspections
3.20	2.50	2.99	.003	Uniform regulations
3.83	3.11	3.22	.001	Liberty regulations
3.44	2.97	2.00	.047	Regulations imposed by base police
2.92	2.49	1.61	ns	Married people receiving higher pay than singles
3.86	3.34	2.13	.034	Difficult parking regulations
3.12	2.73	1.58	ns	Weight standards
3.16	2.59	2.09	.038	Drug/urine testing
3.18	2.81	1.48	ns	Lateness regulations
3.41	3.00	1.75	ns	Duty regulations
3.35	2.87	2.04	.043	Requirement to repeatedly report to supervisor
3.63	3.11	2.38	.018	Authorization needed for activities
3.58	3.47	.46	ns	Promotion regulations and practices
3.92	3.69	1.08	ns	Different commands have different regulations
4.08	3.42	3.01	.003	Minor infractions are punished too severely
3.06	3.11	-.20	ns	Smoking regulations
3.19	3.06	.63	ns	Eating regulations
4.06	3.26	3.84	.001	Excessive rules
3.82	3.29	2.16	.032	Barracks rules
4.07	3.69	1.71	ns	Differential enforcement of rules
4.26	3.37	4.20	.001	Rules for the sake of having rules

**Responsibility for Petty Regulations:
Gender Effects for
Separating Enlisted Respondents**

Male	Female	t	p	
3.48	3.38	.43	ns	CNO
3.46	3.29	.78	ns	Admirals
3.36	3.28	.33	ns	Secretary of Navy
3.97	3.72	1.21	ns	Officer in charge
3.79	3.41	1.78	ns	Officers in general
3.68	3.21	1.84	ns	Master Chief
3.67	3.67	.02	ns	Work center supervisor
3.21	3.14	.32	ns	Congress/government
3.40	3.39	.04	ns	Chief of Boat
3.37	3.49	-.60	ns	NMPC
3.43	3.34	.43	ns	OPNAV
4.33	3.95	2.10	.037	CO/XO
3.85	3.86	-.09	ns	My superiors
3.68	3.79	-.54	ns	The Division
3.90	3.95	-.25	ns	The Department
4.01	3.87	.71	ns	The Chain of Command
3.87	3.92	-.24	ns	Long standing Navy practice/custom

**Suggestions to Help Reduce
Petty Regulations:
Gender Effects for
Separating Enlisted Respondents**

Male	Female	t	p	
4.54	4.57	-.22	ns	Prioritize what is important
4.30	4.17	.74	ns	Concentrate on job, not rules
4.19	4.12	.42	ns	Examine the Navy structure
3.84	3.98	-.79	ns	Try ideas for longer periods
4.35	4.29	.36	ns	Survey the fleet/get feedback
3.92	4.07	-.80	ns	Use a suggestion box
3.72	3.59	.63	ns	Run commands more like a corporation
3.89	3.93	-.21	ns	Standard enforcement of guidelines by individual commands
4.60	4.48	.86	ns	Treat sailors like adults
3.64	3.41	1.15	ns	Give more slack for minor offenses
4.65	4.81	-1.33	ns	Give credit for a job well-done
3.68	3.06	2.44	.016	Loosen rules at sea
4.34	4.45	-.75	ns	Better training of those in command
4.14	3.98	.92	ns	No differential enforcement of rules
4.15	4.41	-1.48	ns	Promote on merit
3.69	3.66	.19	ns	Develop more liberal codes

APPENDIX G

TABLES

Table 1

Reasons for Distortions in Separation Interviews

1. Have No Incentive to Be Honest (Zarandona & Camuso, 1985)
2. Wish to Leave on Good Terms (Zarandona & Camuso, 1985)
3. Fear of Negative Comments to New Employer (Garretson & Teel, 1982; Zarandona & Camuso, 1985)
4. General Fear of Retribution (Jablonski, 1975; Zarandona & Camuso, 1985; Drost, O'Brien, & Marsh, 1987)
5. Feel That Superiors Really Do Not Care (Jablonski, 1975; Zarandona & Camuso, 1985)
6. Do Not Want to Burn Bridges (As You Were Saying, 1966; Zarandona & Camuso, 1985)
7. Do Not Want to Create Conflict (Drost, O'Brien, & Marsh, 1987)
8. The Truth May Be Personal (Drost, O'Brien, & Marsh, 1987)
9. May Not Wish to Provide Information Which Would Involve Fellow Workers (As You Were Saying, 1966)
10. Feel Uncomfortable With the Truth (As You Were Saying, 1966)

Table 2

Reasons for Providing Separate Voluntary and Involuntary Separation Questionnaires

1. The greatest discrepancy between initial reasons for leaving given in the separation interview and later follow-up is with those who have involuntarily separated.
2. Those who are involuntarily leaving have a different mindset than those who are voluntarily leaving, and are usually not likely to be helpful.
3. The goals that the Navy has for both groups are very different. The Navy should wish to want data on those who are voluntarily separating so as to learn where it can make changes to keep productive individuals. On the other hand, in many cases, the Navy would probably not be interested in keeping those who have been involuntarily separated.

Table 3

The Uses for Monitoring General Trends

- 1. Detecting Developing Problem Areas (e.g., comparisons over time)**
- 2. Determining Problem Areas Within Particular Sub-Groups (e.g. gender, communities, etc.)**
- 3. Policy Development (e.g., housing allowance)**
- 4. Evaluation of Programs Designed to Solve Problem Areas (e.g., leadership training for petty officers)**
- 5. Effects of major policy changes (e.g., sea-shore rotation)**

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